

Financial Times Monday October 24 1977

Lynn Seymour



Lynn Seymour and Michael Coleman in 'The Concert'

On Friday night the first triple... Lynn Seymour and Michael Coleman in 'The Concert'...

ere stated—youthful freshness of... Lynn Seymour and Michael Coleman in 'The Concert'...

Wigmore Hall New Budapest Quartet

The New Budapest String Quartet, which made its London debut on Saturday night, is not a section of the old Budapest Quartet...

Pompidou-Beaubourg

by DOMINIC GILL

Eight years ago, Georges Pompidou announced his plan to build a new National Centre for Contemporary Art in Paris...

The Entertainment Guide is on Page 4... an international prestige operation which ignored the real cultural needs of the nation...



Susan Porrett, Dave Hill and Joan Geary

Theatre Upstairs Skoolplay

Alan Brown (born 1951) is a writer of vile and reckless talent. Skoolplay, given three performances over the week-end...

Festival Hall Pollini

by DOMINIC GILL

When I last heard Maurizio Pollini play Beethoven sonatas in recital, I was profoundly impressed, and almost, as if I had found a new friend...

Paris Theatre—1 From Madame de Sade to S.A.D.E.

Like Caesar's Gaul, Paris theatre is divided into three parts. There is the financially ambitious need for degeneracy...

This announcement appears as a matter of record only

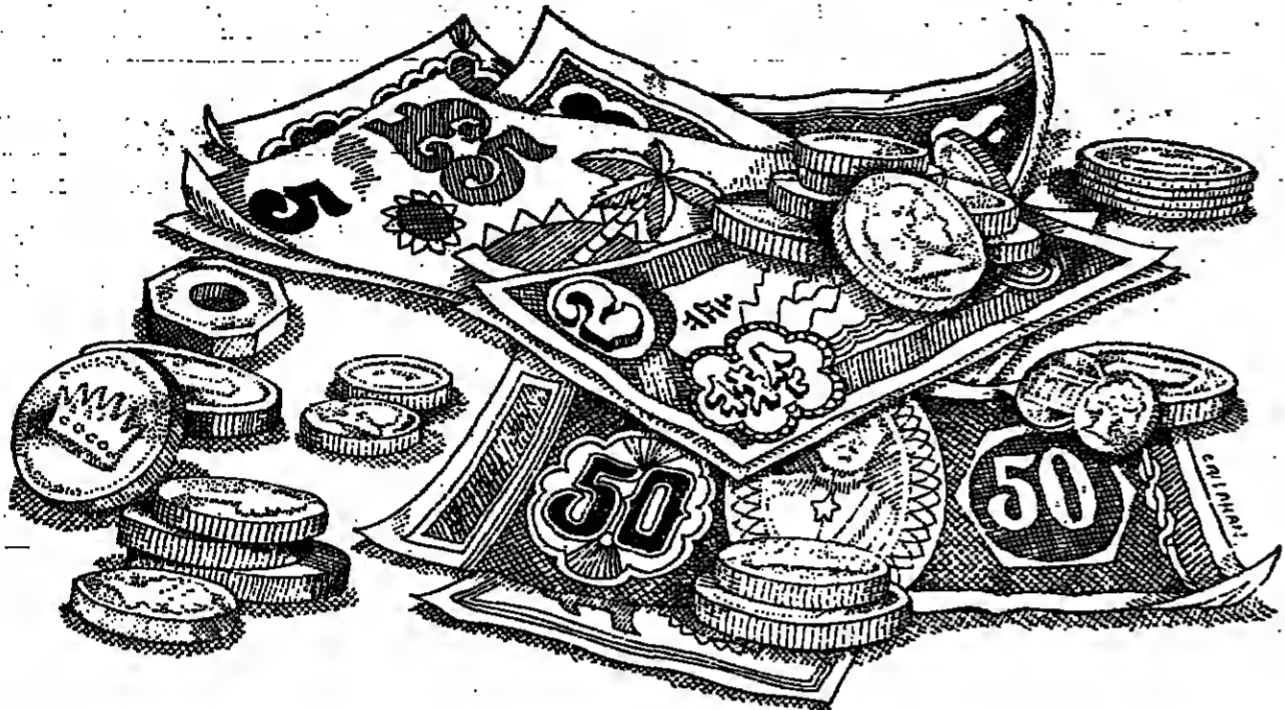
Advertisement for Companhia Vale do Rio Doce Japanese Yen Bonds—Series A (1977/1987). Includes a logo and a list of participating banks and financial institutions.

WORLD TRADE NEWS

Caracas Metro takes a new turn

BY JOSEPH MANN IN CARACAS

Money Talks. We Translate.



Multinational corporations have to deal with foreign languages, international customers and a range of foreign currencies. That means foreign payment instruments, financing techniques, exchange controls and banking procedures.

So you need someone with expertise in working with business and industry, both in the U.S. and overseas. Someone who can help efficiently manage your overseas cash and handle your foreign exchange and international banking problems. Someone like Mellon Bank.

While our roots are in Pittsburgh, we're at home around the world.

Mellon Bank N.A. London/Frankfurt/Tokyo

ENTERTAINMENT GUIDE

Entertainment guide listing various theaters, operas, ballets, and performances across different cities, including opera and ballet, theaters, and cinema listings.

THE Venezuelan Government is said to be preparing specifications for construction of a new 15km. stretch of the Caracas Metro to cost about \$300m. and will probably be built for civil work late this year or early in 1978.

Brazil steel project in doubt

THE FUTURE of a \$2bn. steel mill planned at Tubarao in southern Brazil hangs on a decision in the next few weeks by the minority Japanese partner, Kawasaki Steel.

Oil tanker call is dropped

THE U.S. appears to have quietly dropped its demand for international regulations requiring oil tankers should have double-bottoms—a measure designed to help prevent pollution in event of accidents.

Japanese imports

IN PART thanks to the yen's strength against other currencies, Japanese large department stores have begun to diversify their purchases of overseas goods and put stress on sales of imported goods by expanding sales spaces for them.

Cuba seeks status of most favoured nation

THE REPUBLIC of Cuba is seeking most-favoured-nation status in any trade relations with the U.S., not as a privilege but in recognition of the island's position as an underdeveloped country, President Fidel Castro said here.

Contracts

Clarke Chapman Marine of the Italian Government has won an order approved plans for export worth nearly \$24m. for a batch of 240 tonnes. The customer is a Florida developer of the Syn-Crofit system of drydocking, and the bolts will be installed in a new Syn-Crofit installation in the Argentine.

Pipeline signing

THE gas pipeline agreement linking Bologna, Italy to the Algerian natural gas field at Hassi Rmeil in the Sahara was signed in Algiers on Saturday by Mr. Naouine Abd Laouassine, vice-president of Sonatrach, the Algerian national oil company and Pietro Sette, president of Ente Nazionale Idrocarburi (ENI), the Italian national energy group, and Lorenzo Roasio, president of SNAM, an ENI subsidiary, Irene Furness writes from Algiers.

Table with columns for Retail Price Indices, % change, and Index base year. Includes data for Italy, W. Germany, U.K., Belgium, U.S., and Holland.

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هكذا من الأطل

OVERSEAS NEWS

Smith deeply pessimistic over U.K.-U.S. peace plan

ROSSING deep pessimism over the outcome of the U.K.-U.S. peace plan, Mr. Ian Smith, Rhodesian Premier, stated today...

SALISBURY, Oct. 23.

fact that the front-line African presidents supported the Patriotic Front. This was basic support for Mr. Joshua Nkomo...

Spanish government, opposition agree on social contract

BY ROBERT GRAHAM

AFTER TWO weeks of exhaustive discussions, the Spanish government has gained acceptance from the opposition parties for wide-reaching economic measures...

Socialist parties agreed in principle to co-operate on emergency economic measures, in return for concessions on reform of the penal code, police regulations and of certain laws which were relics of the Franco era.

Agreement this week-end represents the result of approval of the economic measures in detail. They are due to be presented to Parliament on Tuesday...

Further, tighter controls will be exerted on state enterprises, the money supply will be kept down to a 17 per cent. increase.

commission will be formed to consider monetary policy and banking practice. The agreement also includes a commitment to introduce a wealth tax, a gift tax, changes in corporation tax and more relief for the lower-paid.

French Treasury official favoured for IMF leadership

BY DAVID BELL

M. JACQUES de la Rosière, a senior official in the French Finance Ministry, is emerging as a leading contender to succeed Dr. Johannes Wittersten when he steps down as managing director of the International Monetary Fund next year.

It is understood that France has strongly urged its EEC partners to accept M. de la Rosière, who has wide international experience. He is currently director of the Treasury.

attempt to block any immediate EEC agreement on M. de la Rosière, who is considered by some members of the Fund, particularly those in the developing world, to be too conservative.

undoubtedly he a strong contender, but he was not present at the meeting last week of Finance Ministers and it is not clear that he is prepared as yet to give up his position in Dutch politics.

Finance Minister, and former chairman of the IMF interim committee. But objections are bound to be raised in the idea that the leadership of the IMF and the World Bank should both be in North American hands.

Quebec asbestos takeover

BY ROBERT GIBBENS

MONTREAL, Oct. 23.

THE PARTI Québécois Government, as promised in the speech Premier René Lévesque in New York last January, is going ahead with the takeover of U.S. General Dynamics Corp.'s 54.6 per cent. interest in Asbestos Inc., Quebec's second most important asbestos mining company.

vestment arm, the Caisse Depot, has for some time held a block of about 5 per cent. The company, which has had its ups and downs, represents 35 per cent. of Quebec's mine capacity.

U.S. ports strike move

BY DAVID BELL

BAL HARBOUR, FLA., Oct. 23.

THE largest U.S. shipping group broke away from a six-port association today and became the only group still negotiating with the International Longshoremen's Association (ILA) in hope of settling a three-week strike by the dockers.

affected east coast ports from Maine to Texas. An NYSA spokesman would not comment on how close the group and the ILA were on reaching a settlement which would affect only the ports of New York and New Jersey.

New ministers in Israel

BY DAVID LENNON

TEL AVIV, Oct. 23.

THE FOUR new ministers who will join the Israeli Cabinet tomorrow were chosen by the Democratic Movement for Change (DMC) this evening. It having decided on Thursday to join the coalition after five months of negotiations.

larged cabinet to the Knesset. The new ministers will take the portfolios of Justice, Transport and Communications, and the newly created Social Betterment Ministry.

Oman may keep SAS men

BY STEWART DALRY

MUSCAT, Oct. 23.

FIFTEEN members of the British Special Air Services regiment may stay in Oman after other British troops leave the country later this year, according to western military sources here.

a rebellion which lasted 10 years ended nearly two years ago. A company of engineers and an army surgical unit are due to leave before the end of this year.

Jamaica devalues

BY DAVID BELL

JAMAICA, Oct. 23.

Jamaica has announced a 24 per cent. devaluation of its dollar, bringing to 40 per cent. the total depreciation of its currency since devaluation.

Like the S.A.S. men, they form part of the British Direct Assistance Programme to the army forces in Oman, and are partly paid for by the British Government.

Today's Chase. Advertisement featuring a large image of a man in a suit and the Chase logo.

The relationship bank that leads in foreign exchange dealing.

However large multinational corporations or national companies may be, they are still very vulnerable to foreign exchange risks. The Chase has the experience and the track record to show how these risks can be minimized.

CHASE logo and address information for various international branches.

TELEX £30 P.A. advertisement with details of telex services.

16th NOVEMBER 1977 REDEMPTION SHELL INTERNATIONAL FINANCE N.V. U.S. \$50,000,000 6 1/2% LOAN 1979

NOTICE IS HEREBY GIVEN that a DRAWING OF BONDS of the above loan took place on 6th October 1977 attended by Mr. Keith Francis Croft Baker of the firm of John Venn & Sons, Notary Public, when 7,000 bonds of U.S. \$7,000,000 nominal capital were drawn for redemption at par on 16th November 1977, from which date all interest thereon will cease.

Table listing bond numbers and their corresponding values for redemption. The table consists of multiple columns of numbers, likely representing bond serial numbers and their respective values.

The above bonds may be presented for payment of the proceeds of redemption at par on or after 16th November 1977 at the offices of the paying agents named on the coupons in the manner specified in Condition 6 of the Terms and Conditions of the Loan printed on the bonds. Each of these bonds when presented for redemption must bear the coupon dated 16th November 1978, and subsequent coupon, or otherwise the amount of the coupons will be deducted from the principal to be repaid.

Principal Paying Agent N. M. Rothschild & Sons Limited, New Court, St. Swithin's Lane, London EC4P 4DU.

Witness: K.F.C. Baker, Notary Public. 24th October 1977.

Vertical text on the right edge of the page, including 'HOME', 'fuel ca', 'mus', 'rate', 'brokers', 'ware', 'ref', 'Be', 'suppl', 'hand for n'.

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HOME NEWS

New jobless figures likely to fuel calls for reflation

PETER RIDDELL, ECONOMICS CORRESPONDENT. THE EVE of the mini-budget... The increase in unemployment... The increase in unemployment...

Market 'must exist for farm output'

BY ELINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT. FOOD MANUFACTURERS have warned the Government... The Food Manufacturers' Federation is believed to have...

National Savings top £14bn.

Financial Times Reporter. THE NET INFLOW into National Savings in the four weeks to September 24 was £2.1bn. This was more than double the £1.1bn reported for the same period last year...

Motorways dispute goes to courts for first time

BY IAN HARGREAVES, TRANSPORT CORRESPONDENT. AN ATTEMPT is expected on Wednesday to use the courts for the first time to prevent the building of a motorway. The Midlands Motorway Action Group and the M42 Action Committee will hold that the Environment Secretary's decision of August 1976 to confirm two sections of the M40 and M42 between Bromsgrove and Warwick was contrary to certain requirements of the Highways Act and to natural justice.

Lealey 'must give back £2.5bn.'

PETER RIDDELL. RELEASES in public expenditure or tax cuts totalling more than £2.5bn. will be required in the Budget before any significant reflation or expansion of the economy can be expected... Mr. Denis Healey, the Chancellor, would find it hard to convince himself that more than £2.5bn. of net expansionary activity would be acceptable in November and April.

Modify

It had been thought, in the year since legal action was first seriously suggested, that either the Department of Transport would modify its approach to the two roads or that the protesters would fail to raise the £7,500 needed to fight the case. A number of important points raised in objection at public inquiries into numerous motorway and trunk road schemes are involved.

Imminent

A decision is believed to be imminent on future planning stages of the M40, Birmingham-Oxford, but is not likely before Wednesday. The writ against the Department was served a year ago in the name of two objectors, one a M40er and the other a M42er. Counsel for the action came to a route without publicly reviewing minutes will be Lord Gifford.

Lending rate too low, stockbrokers claim

BY MICHAEL BLANDIN. THE BANK of England's minimum lending rate is now too low, stockbrokers W. Greenwell say in their latest monetary bulletin. The brokers claim that the authorities have allowed MLR to fall to its present level of 5 per cent in an attempt to reduce the inflow of foreign funds with a resulting effect on the broader definition of the money supply (M3).

Try TWA on business and you'll realise why they are the No.1 airline across the Atlantic.

Advertisement for TWA featuring a man sitting in a large chair, a list of cities (New York, Boston, Chicago, Los Angeles, San Francisco, Philadelphia), and a large image of a TWA airplane. Text includes: 'Try TWA—they're good! In fact, in America, TWA is known as an on-time airline.', 'You get a big comfortable seat, a choice of drinks, a choice of meals and a choice of movies.*', 'If you want to work, take advantage of the Business Zone. It's situated to avoid distractions and no movies are shown in this section. Operates in economy class on 747's when load factors permit.', 'On arrival in New York you get an exclusive international terminal to get you through fast. No other airline gives you this big advantage. It's not surprising TWA carries more scheduled passengers across the Atlantic than any other airline...they make it so easy! Call your travel agent or TWA.', 'No.1 across the Atlantic TWA', 'By international agreement there is a small charge for in-flight entertainment and for alcoholic beverages in economy class. Occasionally the choice of meals is subject to availability.'

Builders warn Healey on excess reflation

BY DAVID FREUD, INDUSTRIAL STAFF. THE CHANCELLOR has been warned not to jeopardise longer-term progress by excessive reflation at this stage in a memorandum from the National Federation of Builders and Plumbers Merchants. The federation points out that the building industry's capabilities are severely damaged by excessive upswings and downturns in workload. A gradual increase, with occasional moderate checks if required, would better ensure steady capital investment in modern equipment and methods, and the retention of a more stable skilled workforce.

Troops in Belize lacking proper supplies, says MP

BY DAVID FREUD, INDUSTRIAL STAFF. BRITISH TROOPS on duty in Belize, to which the neighbouring Central American State of Guatemala has staked a territorial claim, are improperly equipped and without adequate supply back-up to cover emergencies, a Conservative MP claimed today. Mr. Robin Hodgson (Walsall North), who disclosed earlier this year that British tanks were using Soviet spare parts, said: "It is simply not good enough for the Government to send British soldiers on hazardous duty in such a state. It was, he said, a place where there seems to be some possibility that weapons and vehicles would have to be used in earnest."

£2m. fund for museum

A PUBLIC APPEAL for £2m. to finance the building of a permanent Battle of Britain museum at Hendon, London, is to be launched at Fishmongers Hall, in the City of London, on November 8. The ceremony will be attended by the Lord Mayor and other members of the House of Commons, the Lord Mayor of London, Air Commodore Peter Vanspek, and one of the most famous Battle of Britain pilots, Group Captain Sir Douglas Bader, who is chairman of the Appeal Committee. It is also hoped that Mr. Fred Mulley, the Secretary of State for Defence, and Marshal of the Royal Air Force, Sir Neil Cameron, and himself a Battle of Britain pilot, will attend. The new museum will be built at right angles to the present RAF museum at Hendon, on a site given by the Government. It is hoped to open in next autumn, and the centrepiece of the displays will be a unique collection of aircraft, German and Italian aircraft which were engaged in the battle.

More cuts in police and fire services will be inevitable

By DAVID CHURCHILL, LABOUR STAFF

DEPARTMENT of the local authorities fear that another small cut in their present 61 per cent contribution to rates will be inevitable next financial year. It is expected that the local authorities' strict control on spending is contained in an memorandum prepared by the local authorities' trade unions on annual Rate Support Grant element due to be announced in November.

The memorandum points out that the most optimistic estimate of council spending over the next 12 months will still need to be managed to achieve Government's expenditure cuts laid down in last year's White Paper.

Officials have reported that it would require such measures as freezing police manpower at its present level, reducing the number of school crossings, and the memorandum also points out that in personal social services, it is "difficult to avoid a deterioration in standards in certain types of services and in certain areas."

The memorandum is a stern warning to the public and unions, who begin their annual pay negotiations today, that local authorities, that in the improved economic situation the Government is determined to maintain its tight control on public expenditure. It also comes as Government ministers begin a series of meetings with the local authority associations and unions on the scope and extent of central government support for local services in the next financial year.

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British Caledonian's new service heavily booked

By MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITISH CALEDONIAN Airways has already received a large number of bookings for its new daily non-stop service between Gatwick, London, and Houston, Texas, which starts today, using Boeing 707s initially.

The airline said over the week-end that more than 2,500 passengers had booked seats for travel in the last two months of this year, and the route's prospects "appeared to be excellent," with 69,000 passengers expected in the first year. Most of these will be high-yield business travellers.

British Caledonian was awarded the route under the recently-signed Anglo-U.S. Bermuda Air Agreement. Until the autumn of 1980, it will be the only airline authorised by the U.K. and U.S. Governments to operate non-stop passenger services on the London-Houston route.

In 1980, however, the U.S. will be allowed to license one of its own airlines to fly on the route in competition with British Caledonian.

This week, the airline is also starting a new all-cargo service between Houston, Prestwick and London. Called Texa-Cargo, the service will be once-weekly initially, offering shippers 38.5 tonnes of capacity on an all-cargo 707 jet.

The services, both passengers and cargo, are designed to benefit companies linking the oil centres of Texas and the North Sea, with links to other world oil centres also served by British Caledonian, including Nigeria, Libya and Algeria.

Sainsbury seeks more sites in North

By Christopher Dunn

J. SAINSBURY, the food retailing giant with sales last year of £664m, plans to open supermarkets in 16 Northern towns as part of a push northward, the biggest concentrated programme of expansion it has undertaken.

Medium-sized stores with a sales area up to 15,000 square feet are planned for both town centres and edge of towns. They will be built south of a line between Lancaster and York, in towns such as Leeds, Liverpool, Blackpool, Preston, Bolton and Bury.

Sainsbury has been extending its trading area in the North slowly for some years, and already has stores as far north as Doncaster and Sheffield. Part of the chain of 182 supermarkets concentrated mainly in the South and the Midlands.

The 228,000 square feet planned addition in the North to the sales area compares with an increase in 1976/77 of 190,000 square feet.

The total sales area of the retail chain is 2.3m. square feet. The average store size is 12,700 square feet.

Sainsbury is involved in a joint hypermarket venture with British Home Stores.

The search for sites for the new stores is being leunched through an advertising campaign asking anyone with land available to get in touch with Sainsbury.

Talks breakthrough in British Oxygen dispute

FINANCIAL TIMES REPORTER

PEACE HOPES in the crippling British Oxygen dispute rose last night when both sides agreed to meet.

The company's management and senior union officials will go to the Advisory Conciliation and Arbitration Service in London today for informal talks.

It will be the first time they have met since the unofficial pay strike by 3,000 workers in the company's gases division started two weeks ago.

ACAS made an approach on October 15 and has kept in touch with both sides separately since, but has not until now managed to get them together. ACAS hopes to get the men back to work before negotiations for settling the dispute get underway.

The strike by workers who include cylinder fillers and handlers and drivers, made more than 10,000 cylinders throughout the country. In particular, shipyards have been severely hit. Unless an agreement is hammered out, the situation is expected to deteriorate this week.

Workers involved are members of the Transport and General Workers and General and Municipal Workers.

The men are claiming a £20 a week rise—about 30 per cent, while the company has offered 10 per cent, in line with Government wishes, and a productivity scheme which could give a further 5 per cent.

Mr. Graham Winfield, British Oxygen Gases Division chief executive has warned that the stoppage could jeopardise the company's planned £40m investment programme.

Meanwhile, a revival of old shipbuilding skills is helping Tyne ship-repair yards fight the worst effects of the strike, which has curtailed oxygen and cutting-gas supplies.

Without these essential metal-cutting, trimming and welding gases, the six nationalised repair yards on the Tyne might have been completely closed, leaving 10 half-repair yards and 10 dissatisfied customers. Already 506 men will have been laid off by tonight.

Leyland scores at Earls Court

FINANCIAL TIMES REPORTER

BRITISH LEYLAND distributors have done £800,000 of new business in more than 80 models in the first three days of the Earls Court Motorfair, and hope for a further £2m, by the time it closes on October 30.

The new Rovers, the 2300 and 2600, had attracted their fair share of business, the distributors said yesterday. But orders had been received "right across the board," from the Mini to the Jaguar and Daimler.

Comparisons between Motorfair orders and the level of business normally generated at the Motor Show, Leyland's predecessor, are difficult because of the different nature of the two shows.

Motorfair is organised by distributors, so that a new business figure of £2.6m, represents hard orders, including deposits. The Motor Show was manned by manufacturers, who funnelled inquiries about models back to distributors.

An order for 1,000 Leyland cars, worth £4.5m, was placed by Henlys Lease, the car leasing and self-drive subsidiary of Henlys, it was announced at the London Motorfair.

Most of the cars, ranging from Minis to Jaguars and including the latest Rover 2300 and 2600 £105 sales tax and £84 a year more road tax.

Like all Japan-bound Cortinas, his model has been "squeezed" 7 mm (less than half an inch) on the Dagenham assembly line to bring it within a vital Japanese width-tax category. Cars over 1700 mm wide are liable in Japan to an extra £105 sales tax and £84 a year more road tax.

Meriden sells output to April

MERIDEN Motor-Cycle Co-operative has sold all its output until next April, helped by assistance in key management areas by top-level GEC experts.

Although it has been dozed by suppliers' strikes since winning independence from NVT nearly a year ago, the co-operative has pushed production to a new peak of 305 machines a week.

Labour insurance policy attacked by companies

By RAY PERMAN

BRITAIN'S seven largest insurance groups, have hit back at the Labour Party's policy on nationalisation and direction of investment, asserting that it fails to appreciate their responsibilities to savers and ignores their contribution to the economy.

Unlike the clearing banks, who were also named by the Labour National Executive Committee, the insurance companies have not conducted an open political campaign against the proposals. To date their advertising has stressed only the benefits brought by insurance. But in a 33-page booklet now being circulated, the policy is answered in detail.

The booklet has been produced by the seven insurance groups—Commercial Union, General Accident, Guardian Royal Exchange, Legal and General, the Prudential, the Royal Insurance Company and the Sun Alliance.

Although it deals with nationalisation, most of the argument concerns direction of investment, which companies see as the more dangerous of the two threats.

Labour policy was contained in a statement on banking and finance, adopted at the 1976 conference. Although the Prime Minister has rejected nationalisation of major financial institutions as an "electoral albatross," the control and direction of investment was proposed by the Labour Party in its evidence to the Wilson Committee.

The booklet disputes the Labour Executive's diagnosis that lack of investment is at the heart of Britain's economic difficulty and that there is a shortage of institutional funds available to industry.

Rather, it says, there is a shortage of demand from industry for investment finance.

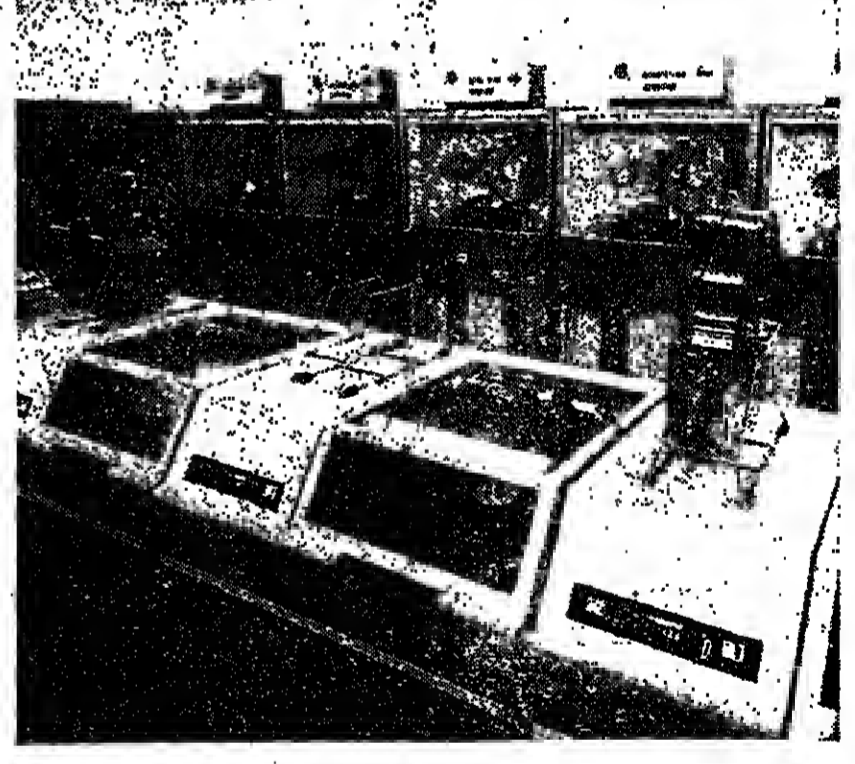
"The insurance companies have consistently provided industry with the finance which it has sought. In 1976, more than £2.5bn. of their total U.K. funds of £28bn. were invested in commerce and industry."

The booklet adds that the Labour executive chose to ignore that insurance was Britain's biggest single net invisible export, earning £740m. last year.

Capital equipment without capital



If your business is expanding, or if you'd like to replace outdated capital equipment, you could tie up a lot of money. Leasing is the answer. It's simple, tax-efficient and inflation-proof. You should consider this increasingly popular and flexible form of medium-term finance.



We think we can show you that leasing can be the most economical way of financing your new capital equipment without laying out capital.

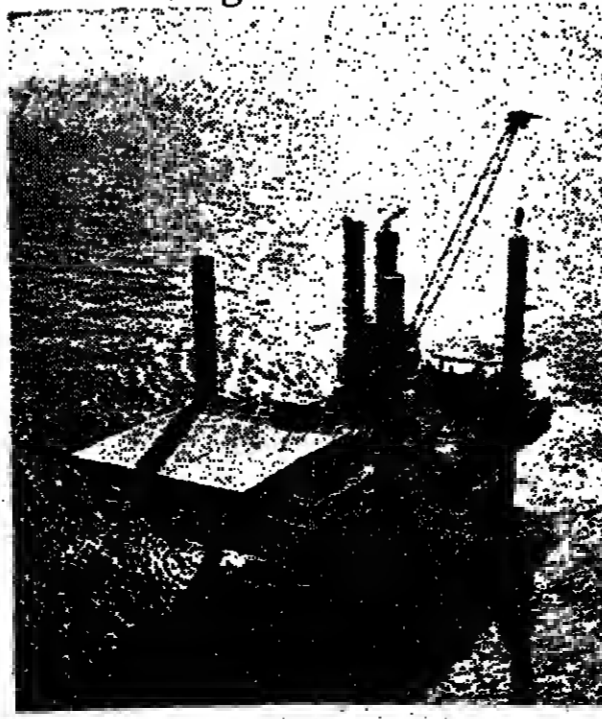
New International Distillers posts

INTERNATIONAL DISTILLERS has announced the following appointments are from November 1:

- Mr. R. M. J. Barr, at present managing director, IDV Europe, will take on a new appointment as director of corporate planning with specific responsibilities for the development of the company's business internationally. Mr. G. J. Bull, at present managing director, IDV Home Trade, will be appointed managing director, IDV Europe. Mr. Bull will also assume the non-executive position of chairman of IDV Home Trade.
- Mr. F. J. Ambler, managing director of IDV Home Trade, joining the main IDV Board.
- Mr. J. S. Espey, group marketing director, will also join the main IDV Board.
- Mr. Richard Wright has been appointed chairman of BRITISH MAIZE REFINERS ASSOCIATION. Mr. Bernard Smart was elected deputy chairman. Mr. Wright is commercial director of Garton Sons and Co.
- Mr. Frederick N. Tucker has joined BANKERS TRUST COMPANY, London, as a specialist in ECGD finance. Mr. Tucker was formerly general manager for special end export finance at Grindlays Bank and general manager at Grindlays Finance Corporation.
- Mr. Malcolm Bessant, divisional manager, and Mr. Jack Thirrell, sales manager, have been appointed to the Board of BESTOBELL INSULATION, a member company of the Bestobell Group.
- Mr. Hilton Elliott has been appointed a director of ELCS MECHANICAL (INTERNATIONAL) and is responsible for the company's operation in Qatar and Saudi Arabia.
- Mr. Vincent Manze has joined the Board of LYONS MAID as personnel director after working as personnel manager for the health and chemical division of Cadbury Schweppes.
- BRENTNALL BEARD (HOLDINGS), insurance brokers, have appointed Mr. Ara Mertoyrossian to the Board of their life and pensions company.
- Mr. Gordon Watson has been appointed to the Board of B.A.T. (U.K. AND EXPORT).
- Mr. Malcolm Allen has been appointed a manager of the London branch of BANCO TOTTA AND ACORES.

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For more information or a quotation on any kind of equipment, please telephone or write to Lloyds Leasing Limited, 57 Southwark Street, London SE1 1SH, 01-407 5002, or talk to the manager of your nearest branch of Lloyds Bank.

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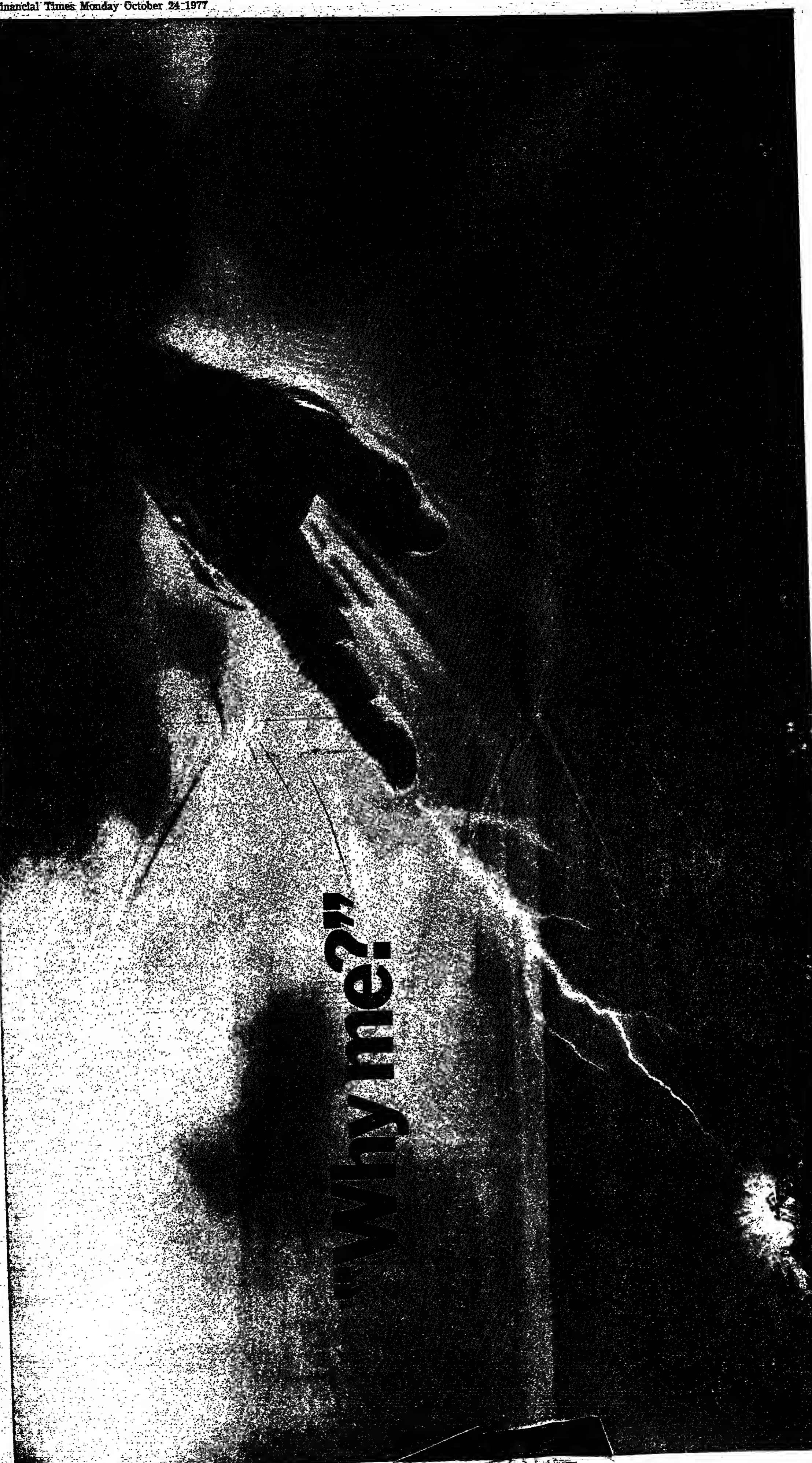
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Why?

I've spent my whole life building up the business. For twenty six years, I've been slaving away day and night. I've beaten my competitors into the ground. I've won export orders against cut-throat salesmen from Germany and Japan. I've had to expand the factory time after time. Two nights ago, it was burnt down to the ground. My customers can't afford to wait for me to rebuild, and I can't afford to keep my staff on. My bank manager's advising me to pack it in and retire with what I've managed to save.

Why should I have to retire? I was doing a good job. I was earning the country foreign exchange. I was the best employer in the district. What have I done to deserve this? Why me?

If a factory is totally destroyed by fire, it isn't because the Managing Director sinned. It's because he didn't take a simple precaution. Installing automatic fire ventilation. Fire ventilation is a dramatically effective way of

keeping damage due to fire down to a minimum. It isolates a fire as soon as it starts. It allows heat, flames and explosive gases to escape harmlessly upwards, instead of spreading sideways to the rest of the factory. It prevents heat from building up to the point where it buckles metal. It prevents smoke from logging the factory, damaging equipment and raw materials, and obscuring the fire from the fire brigade. In the morning the rest of the factory can carry on working as usual. It won't have been touched by the fire.

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LABOUR NEWS

Miners to receive output plan details to-day

BY DAVID CHURCHILL, LABOUR STAFF

THE BULK of Britain's 260,000 miners will to-day receive details of the controversial productivity scheme on which they are due to vote later this week...

Teachers act on cuts in 1,700 schools

Callaghan promises co-operative agency

BY OUR LABOUR STAFF

TEACHERS in more than 1,700 schools are taking industrial action against staffing cuts, according to figures issued by the National Union of Teachers to-day.

The Government is to introduce legislation to boost the development of co-operative enterprises, the Prime Minister announced over the week-end.

Metro ban to continue

MORE THAN 1,000 buses are to continue to boycott the £160m Tyneside Metro scheme, in spite of being offered a new agreement safeguarding jobs.

Leyland probe

BRITISH LEYLAND yesterday promised to make a full investigation into allegations that up to £10m worth of new-car parts for obsolete models had been destroyed at its plant at Speke.

WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week.

Table with columns for COMPANY MEETINGS, DIVIDEND & INTEREST PAYMENTS, and BOARD MEETINGS.

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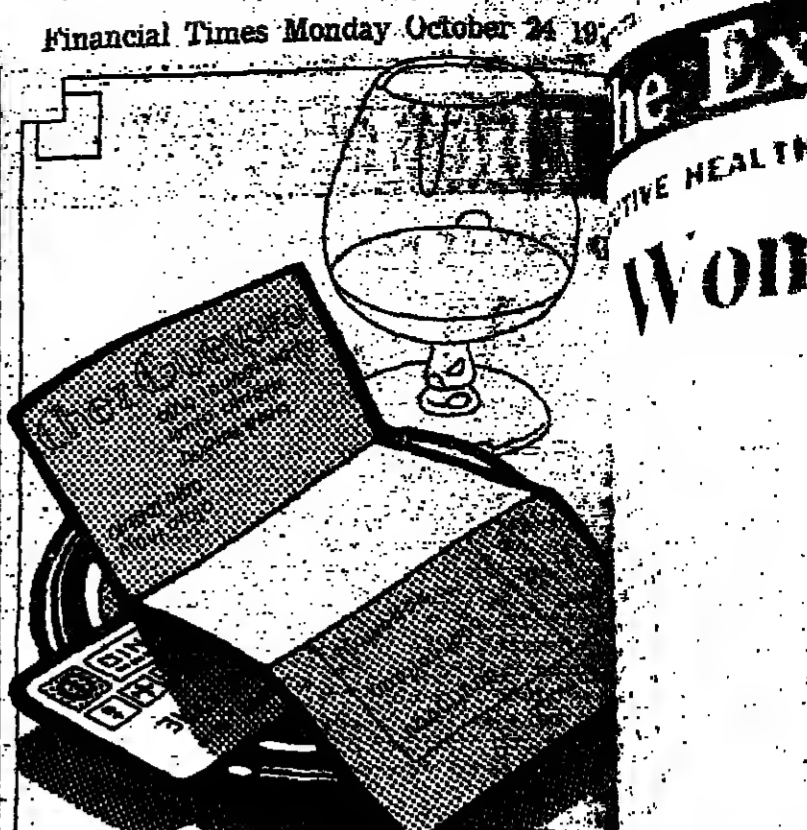
Table with columns for COMPANY MEETINGS, DIVIDEND & INTEREST PAYMENTS, and BOARD MEETINGS.

APPOINTMENTS

Economist for Merchant Bank advertisement. Includes text about recruitment and PA Advertising contact information.

Businessman's Diary

Table listing U.K. TRADE FAIRS AND EXHIBITIONS, OVERSEAS TRADE FAIRS AND EXHIBITIONS, BUSINESS AND MANAGEMENT CONFERENCES, and PUBLIC NOTICES.



Use your business card

Advertisement for Diners Club, featuring a logo and text about the world's most accepted currency.

Advertisement for 13th ITALIAN PRESELECTION FASHION, mentioning an international exhibition.

Advertisement for First Union General Investment Trust Limited, including a detailed dividend policy and announcement.

Advertisement for ALLROUND SHIPPINGMAN, detailing requirements and contact information.

Advertisement for PUBLIC NOTICES and LEGAL NOTICES, including dock work regulation and court proceedings.

The Executive's and Office World

EDITED BY CHRISTOPHER LORENZ

EXECUTIVE HEALTH

BY DR. DAVID CARRICK

Women: a highly personal view

AN EXPERIENCED writer has tended to militate against the interests of the very gender it was designed to assist. To suggest that men and women are exactly the same is, thank goodness, patently absurd on anatomical, physiological and psychological grounds. Quite evidently most men possess greater muscular power. On the other hand, women have greater stamina and are basically stronger as evidenced by their superior longevity and a notable ability to survive surgical operations far better than men.

As to intelligence, nobody could say that, taken all in all, any demonstrable difference exists; but only a fool or a bigot could claim that men and women are psychologically or emotionally identical... and life would be very dull if they were.

When one considers the problems faced by females because of their unique and essential role to nature, and the associated hormonal onslaughts to which they are subjected, one can hardly expect, far less desire, their mercurial characteristics—which are charming and display mood-swings and depression: is sensible, he should not complain but rather remember that as, by and large, women tend to be more loyal and devoted to their duties than men (as well as being more decorative), for the other may expect some of them to be less efficient and more irritable and should consider himself a most fortunate being.



... their superior longevity ...

The managing director needs a £30,000 rise

BY NICHOLAS LESLIE

THE TOOLMAKERS' strike earlier this year at British Leyland highlighted a grievance about the way long periods of pay policy and general wage restraint had eroded the pay differentials between skilled and unskilled workers.

The erosion is not confined to that sector of the working population, however, as a salary survey published last week clearly shows. The survey, published by Inhucon/AIC Management Consultants, pointed clearly to the fact that some executives had managed to break the Phase Two pay code. At the same time it illustrated how substantially the differentials between different levels of management had been eroded and how in some cases enormous increases in pay would be required fully to counter the effects of inflation over the past four years.

The survey embraced 580 companies and covered 7,095 executives, of whom 1,582 had director status. It shows, for example, that while the average gross salary of managing directors rose by 42.9 per cent in the four-year period to July 1, 1977—from £10,005 to £14,299—production controllers at the lower end of the executive pay scale saw a rise of 77.1 per cent. In average salary from £3,133 to £5,547. As a result, the gross differential between the two narrowed from 3.2:1 to 2.5:1, a contraction of almost a fifth.

After tax, and taking a married man with two children as the example, the managing director's salary rose from £6,656 to £8,874 in the four years, while the production controller's expanded from £2,580 to £4,336. Thus, the differential fell from 2.6:1 to marginally over 2:1, a contraction of nearly 22 per cent.

Another example given is between managing directors and financial executives. The rise in the latter's gross salary from £4,695 to £7,763 represents a fall in the ratio with the managing director from 2.13:1 to 1.84:1, which is 13.5 per cent, while the net salary gain from £3,653 to £5,812 led to the ratio easing from 1.83:1 to 1.52:1, a decline of 16.5 per cent.

During the same four-year period the retail price index rose by 96 per cent. Thus, suggests Iobucon, if a managing director were to make good the erosion resulting from increased living costs he would need to earn an average net salary of £13,105, which would gross up to £44,370.

In contrast, though the introduction in the 1976 Finance Act of a penalty on low interest loans by companies to employees has not put a complete stop to their use. In 1976, 7.2 per cent of those surveyed were given such a loan, but last year the figure rose to 9.7 per cent. A feature about the distribution of low interest loans was even so, with a median salary that they were most concentrated among various categories of a company with sales of less than £1m, comparing with a median of £26,000 for companies with sales of over £100m, the ratio is only just over 3:1.

For financial executives in such companies of under £1m, sales the median is £5,375, while the same position in a company of £100m-plus sales commands a median of £9,708. Cost accountants in a £1m to £5m sales company get £4,219 and in a £100m-plus company they receive £8,126.

The effect of legislation on share option and purchase schemes is clearly shown. Survey of Executive Salaries, Inhucon/AIC Management Consultants, London, 1975, only about 15 per cent of the latest sample S.W.7, price £10.

Fringe benefits

Statistics illustrating the rewards given for varying levels of responsibility show that the differential between senior managers in small and medium-sized companies compared with those in extremely big concerns is out very large. Managing directors come off best, but not even so, with a median salary of £8,676 for such a position in a company with sales of less than £1m, comparing with a median of £26,000 for companies with sales of over £100m, the ratio is only just over 3:1.

Elsewhere in the fringe benefits field there were no surprises. Company directors remained the most widely offered benefit, with subsidised lunches and life insurance coming a close second and third. There was a continued decline in share option and purchase schemes. Survey of Executive Salaries, Inhucon/AIC Management Consultants, London, 1975, only about 15 per cent of the latest sample S.W.7, price £10.

Variations on a prejudiced theme

R. REG. PRENTICE MP, the former Labour cabinet minister who has now joined the Conservative party, last week accused the industry of failing to take initiative in tackling racial and sexual discrimination at work. Mr. Prentice, who was speaking at a conference on discrimination in employment which was sponsored by the Federation of Personnel Services, said this was one of the main reasons for the introduction of such legislation as the Equal Pay Act, the Sex Discrimination Act and the Race Relations Act had been necessary.

But he went on to say that so much legislation had come cascading out of Westminster too quickly during the past few years. He added that sooner or later some kind of springcleaning operation would be necessary to simplify the new laws and iron out some of the faults that had been built into them as a result of over-hasty drafting.

At the same time it would be wrong for any industrialist to expect that anti-discrimination legislation would be repealed, amended or terminated on the basis of grounds of sex or race was not merely immoral, it was also profoundly inefficient.

Britain would have to utilise the skills of the entire workforce in order to achieve the kind of living standards which people wanted and which already existed in certain foreign countries.

"Millions of women in this country are still working far below their ceiling," Mr. Prentice said. "And many black people are in jobs that are two or three notches down the ladder from those being done by white people of comparable ability."

"In the future the U.K. is going to need greater skills in all fields of employment and we simply cannot afford to discriminate against these sectors of the workforce."

Delegates at the conference were told that race and sex did not form the only grounds for discrimination in employment.

Mr. David Hobman, the director of Age Concern, said there was a growing tendency for working men and women to be discriminated against on the basis of age. Yet "ageism," as he called it, was not against the law.

"The practice of age discrimination denies the opportunity for able men and women in their sixties and seventies to continue to work," he said. "Soon it will begin to bite into the Brits and forties, for in modern society, where does old age begin in the eyes of the young?"

Mr. Hobman said he even knew of one young graduate who had left university in 1973 and had been sacked by his company after only a year. This was not because his employers were dissatisfied with his work. It was because the company wanted to give the job to a 1976 graduate whose academic training would be more up to date.

"Let us explode the myth about teaching old dogs new tricks," he said. "There is no known evidence to suggest that those in late middle age are any less able to learn than the young. In fact experiments have shown that although their immediate absorption may appear to be slower, their powers of retention are considerably greater. In fact too many cases the young merely learn how to concentrate their knowledge for passing an examination—and then it is gone."

Mr. Hobman admitted that some older workers had disabilities but then so did some younger people. And a U.S. state commission on human rights survey, carried out in 1972, had shown that older workers were as able as younger ones, were just as productive and had equally good, if not better attendance records. Older people did not want or need any special privileges in employment. All they were asking for was equality of opportunity.

Some men and women in their sixties relished retirement. They welcomed changed responsibilities, lighter tasks and shorter hours. But it was no coincidence that the highest number of male suicides were found in the 65 to 68 age range.

Mr. Hobman said it would be naive and irresponsible to suggest that all older people had an inalienable right to go on working, regardless of whether they were blocking promotion and movement from below and of whether they were capable of

maintaining key positions. Yet it was equally irresponsible to say that the answer to the problem was to remove the "old" from the scene altogether at the age of 70, 60 or, increasingly, at 50.

"I could give a catalogue of the ways in which a society that would shudder to be thought racially or sexually prejudiced, acts in precisely this way towards those who happen to have reached a quite arbitrary chronological date in their lives."

"Unreasonable and unrealistic policies which compel older workers to leave the workforce against their will, which discriminate against them because of their age, with no regard for their personal desires, abilities or circumstances, will always be counter-productive."

Sue Cameron

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	1977	1976		1977	1976	
Net Sales	\$206,573	\$170,024	21%	\$615,071	\$486,627	26%
Operating Income	\$ 31,978	\$ 25,719	15.3%	\$ 94,261	\$ 70,964	14.6%
Operating Margin	15.5%	15.1%		15.3%	14.6%	
Pre-Tax Income	\$ 27,011	\$ 19,586	38%	\$ 78,859	\$ 58,499	35%
Pre-Tax Margin	13.1%	11.5%		12.8%	12.0%	
Taxes	\$ 8,536	\$ 5,416		\$ 24,426	\$ 15,568	
Net Earnings	\$ 18,475	\$ 14,170	30%	\$ 54,433	\$ 42,931	27%
After Tax Margin	8.9%	8.3%		8.8%	8.8%	
Earnings Per Share	\$.56	\$.44	27%	\$ 1.65	\$ 1.34	23%
Average Common Shares Outstanding	33,010	32,095		33,010	32,095	
Closing Price	\$ 35 1/2	\$ 44 1/2				
P/E Ratio (last 12 months EPS)	16	26				

Periods ended September 30, 1977 (000s omitted, except per share amounts)

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FINANCIAL TIMES SURVEY

Monday October 24 1977

West Germany

With their country a pillar of the Western community, with an economy which has become the envy of the world, West Germans may wonder what they have done to bring upon themselves the traumatic events of the past week — when they have been forced to think deeply about their country and its relations with the rest of the world:

Living under a dark shadow

By Jonathan Carr
Bonn Correspondent

THIS MONTH the Federal Republic of Germany has been passing through one of the most emotionally exhausting periods of its 28-year history. The German public had already become accustomed to constant meetings of the Bonn "crisis staff" as the hunt went on for the kidnapped industrialist, Dr. Hanns-Martin Schleyer. Then came the hijacking of a jumbo jet and days of tension—followed by a wave of relief when a West German commando raid freed the hostages. But amid the elation came news that "hard core" terrorists had killed themselves in their cells, obtaining weapons for the deed even though they were supposed to be isolated from the world. Hard on the heels of this came the shock

of finding Dr. Schleyer murdered—on a terrorist information—and the launching of the biggest police sweep ever mounted in West Germany. The word "terror" has rarely been absent from radio and TV bulletins. It has dominated the newspapers. Scarcely any speech by a leading figure in or out of politics fails to make mention of it.

What has the Federal Republic done to deserve this agonising trial? It appears to have done everything to deserve the opposite. With the slight exaggeration born of so election campaign, its leaders last year described their country as *Modell Deutschland*. From the outside that is very much the way it looks. After years of dictatorship, destruction and foreign occupation, the West Germans built a democratic federal state with a vigorous economy—a country which is a key pillar of the Western Alliance and a firm, if somewhat disappointed, member of the European Community. How easily it might have been otherwise—and how much more in-secure would its neighbours then have been.

History

All this is so clearly true that it becomes easy to overestimate the strength of the Federal Republic. But history and geography (the old discomfort of a central European position) have not isolated it from the world. Hard on the heels of this came the shock

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has become used to a situation in which almost one job in four depends on exports. There are 1m. unemployed even with the volume of foreign business that surplus implies. How many will be jobless if exports finally lose ground, under the combined burdens of a slow growth in world trade and a repeatedly revalued D-mark? After all, the surplus on current account has been falling quite sharply over the past few years and the basic balance is in deficit. Then there is concern about the social market system itself— "capitalism with a human face" as it has been called. The system and the *Wirtschaftswunder*—the economic miracle—so long went hand-in-hand that the existence of the first seemed almost to be a guarantee of the second. Now there is no miracle, no margin of advantage, no labour mobility, clearly displayed as a serious imbalance over past years.

Does this argument indicate that the long-revered "social partnership" between management and labour in Germany is a blessing. There has long been disintegration? Many Germans particular to the appeal by the players to the Federal Constitutional Court against the new law no *Mitbestimmung*—co-termination—a move which aroused the concerted fury of the unions. The fear is not caused by the reminder that the situation is worse in other countries.

The appeal raises another question. The Constitutional Court clearly has an essential function to play as watchdog of basic law. Not a few British appear to wish that they too had such an institution and a written constitution. But the Court is increasingly in danger of being used as a corrective to laws which Parliament has passed unwisely or hastily—or both.

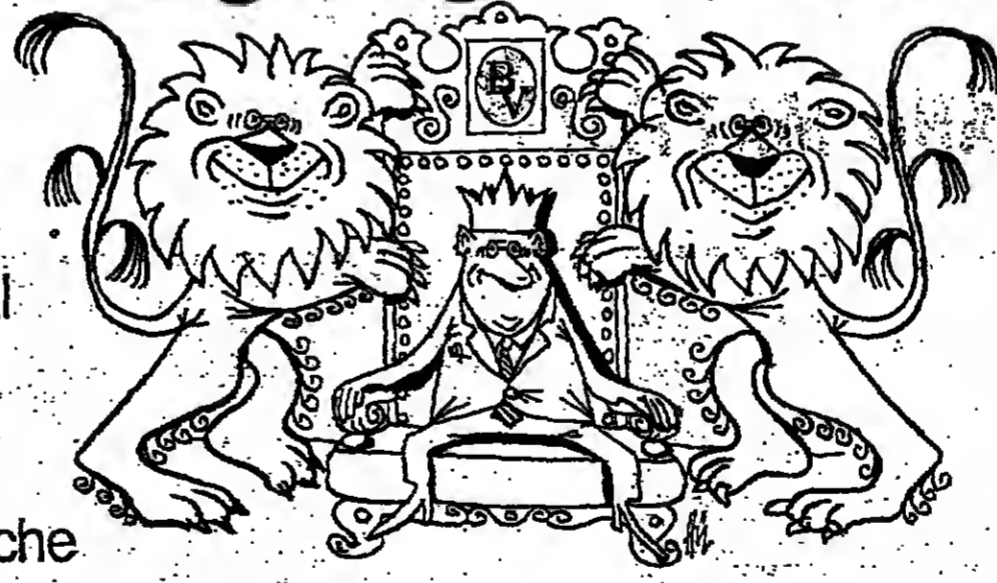
Corrective

It is good for the country that the corrective should exist—but not good that the people's elected representatives should have to stand corrected. This is more true now when, as the political article in this Survey indicates, the pressure is on for the quick passage of new measures to counter terrorism. Some may argue that this does not matter much. After all, West Germany is a federal State with considerable devolution of power and a healthy regional lack of respect for effective German commando operations, as in the case of the

BASIC STATISTICS	
Area	96,092 sq. miles
Population	61.5m.
GNP	DM1,123bn.
Per capita	DM18,263
Trade (1976)	
Imports	DM223bn.
Exports	DM257bn.
Imports from U.K.	FL63bn.
Exports to U.K.	£2,760c.
Currency	D-mark.
	£1 = DM3.01

victims has hushed morale, and the encouragement and praise from Germany's allies has been of great value too. One key aim of Bonn's foreign policy will now be to try to ensure that these expressions of goodwill are translated into more effective international action against terrorism. But it is clear that the terrorist menace within the Federal Republic is not over. The experience has already left many scars. One high Government official, for example, hazarded the guess that the impact on business confidence of Herr Ponto's murder might have cancelled out the efforts of the Government to boost the economy. Again effort has been dogged by misfortune. It used to be said that "respect the Prussians as one may, it is impossible to help disliking them." It is high time for a change. Admittedly, West Germans as one may, it is hard not to sympathise with

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WEST GERMANY II

Signs of stress in the social fabric

THE SHADE of the Weimar Republic—that most democratic of democracies—as one of its ill-fated leaders called it—never fully recedes from West German political life. In the 1950s one writer felt able confidently to state that “Boon ist nicht Weimar” (Bonn is not Weimar). A decade later another took up the theme in “Ist Bonn doch Weimar?” (Is Bonn Weimar after all?). At issue is whether this second German experiment with democracy has the resilience to avoid the fate of the first.

Some Germans will groan to hear the topic raised at all. They are sick of foreign doubts, foreign envy—and what sometimes looks like foreign hatred. They say the Federal Republic has a devolution of power which Weimar did not have: its President has fewer prerogatives, its Chancellor more; and its rules for parliamentary representation prevent a splintering of parties which would render effective government impossible.

This is true. Yet the question of resilience remains—and the parliamentary reaction in the wake of the kidnapping of the industrialist Hans-Martin Schleyer underlines it. An atmosphere has emerged in which it is increasingly hard for a minority of parliamentarians with genuine doubts on the policies advocated to withstand pressure from a majority urging a “solidarity of democrats to defend the constitutional state,” and this is happening under a Social Democrat (SPD)-Free Democrat (FDP) Government coalition born in a spirit of liberalism and reform. How has this happened? Terrorism is the immediate cause—but the issue falls in fertile soil. An attempted explanation needs a look back.



Hostages from the hijacked Lufthansa jet returning to Frankfurt last week.

its foundation in 1949, the Federal Republic was ruled by a government of Christian Democrats (CDU), latterly in coalition with what one might normally take to be its principal parliamentary foe, the SPD. This so-called “grand coalition” virtually obliterated opposition in parliament. And that helped to stimulate the rise of a sometimes violent opposition outside parliament, itself part of Western world.

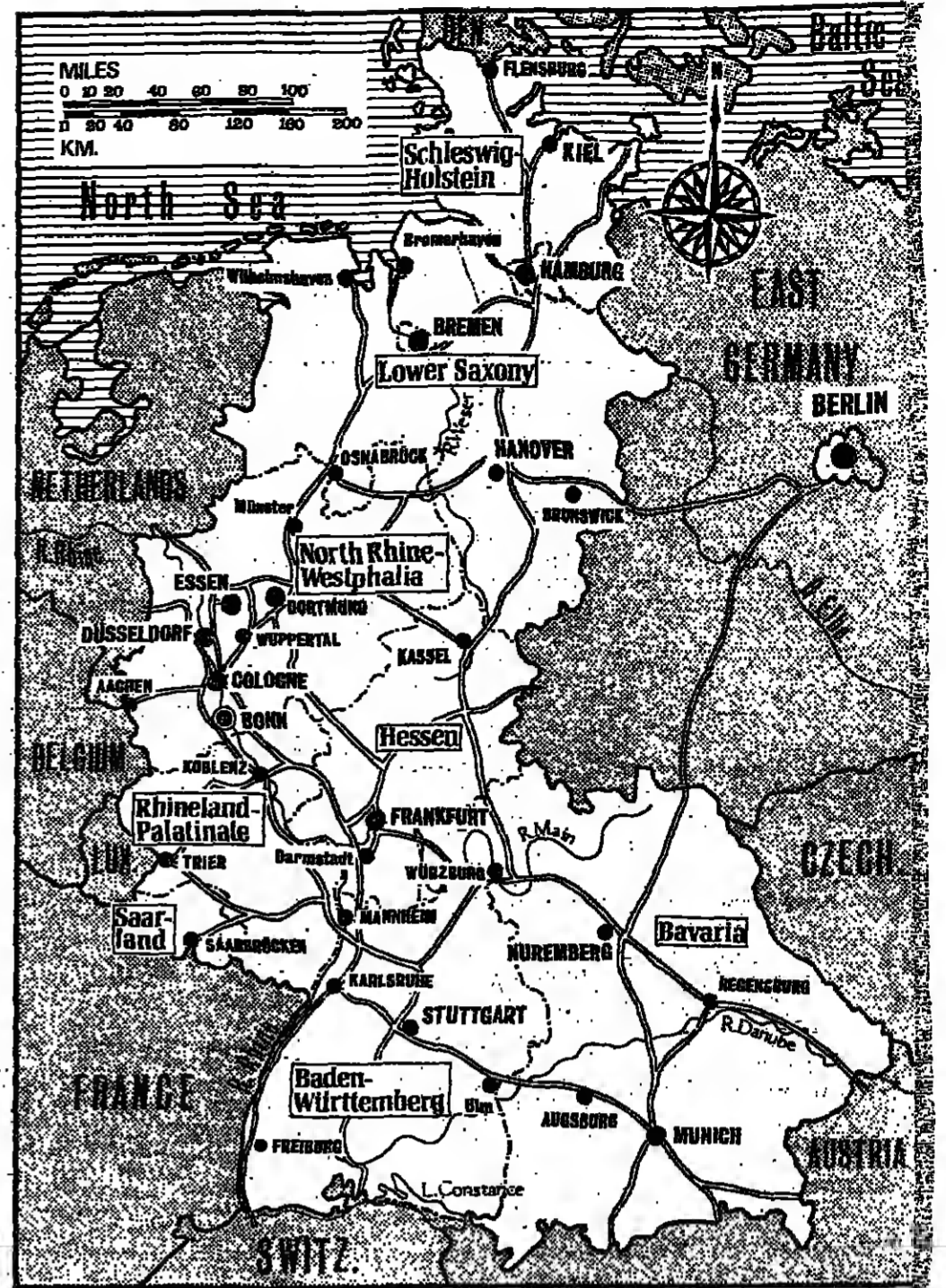
That coalition is still in power. It was narrowly returned with a Bundestag (lower house) majority of a spy scandal in Bonn. The SPD and FDP in last October's general

election. But its spirit has changed drastically. Some say this is because of the oil crisis and economic recession, which dashed hopes of further reforms. Some suggest the coalition has simply been in power too long and has run out of energy and ideas. Others say the blame partly lies in the pragmatic temperament of Chancellor Helmut Schmidt, which they feel has undue influence in the coalition. On the right Herr Strauss flirts with the idea of a fourth party, scooping up every last Right-

though it can also be argued that matters would have been worse had Herr Schmidt not taken over when he did. One thing is certain. At the start of this decade there was a spirit of “the sky's the limit” in Government, which communicated itself to the people. A couple of years ago the best that seemed possible was to safeguard what had been achieved. To-day that effort of preservation has become a grim struggle, with the outcome more uncertain than ever.

The opposition has changed too—though it always has a factor of continuity. If not of stability, in the energetic person of Herr Franz Josef Strauss. He is leader of the Christian Social Union (CSU), a Bavarian party which is ally and irritant to the CDU in roughly equal measure. CDU leaders come and go, but Herr Strauss remains, advocating tough policies in tougher language. He believes that he, not the CDU leader Helmut Kohl, would have been the most suitable opposition candidate for the Chancellorship last year. There are not a few right wingers in the CDU who share this view. The party moderates have argued that under Dr. Kohl the opposition achieved an outstanding result. But the hardliners feel that a tougher stance might have tipped the balance, drawing them back into power at last.

Thus there is dissatisfaction at both ends of the political spectrum. Many on the SPD left feel that precious little social democratic policy gets on to the statute book, at least partly because of the FDP, which they feel has undue influence in the coalition. On the right Herr Strauss flirts with the idea of a fourth party, scooping up every last Right-



wing vote and increasing his leverage. Fears that both these wings might split have raised the spectre of a new “grand coalition”—the SPD without its Left-wingers in alliance with the CDU without Herr Strauss and its own Right-wing.

But this month a de facto grand coalition emerged—with a speed rarely seen in West German parliamentary history, a law was passed which bars imprisoned terrorists, or those suspected of terrorism, from contact with the outside world, including their lawyers, whose special “dangerous” circumstances are held to exist. A handful of Government coalition party deputies failed to support the Bill, which means it would not have passed had not the opposition voted in favour en masse.

Intense pressure has been brought on the few “rebels” to try to ensure they stand behind the majority in future. If they feel they cannot, it has been suggested that they may have to give up their mandates.

Widely

Yet the law is drawn very widely, and there are doubts whether it is only a solitary measure taken in exceptional circumstances, as its advocates claim. “Further steps against terrorism are under discussion. The CDU-CSU will certainly try to force through some measures tougher than the Government parties would like in return for support on other, more moderate, ones. The question of a breakaway move by Herr Strauss seems markedly less urgent in a context where the whole opposition is falling behind tough policies Herr Strauss had advocated for years. More worrying is that the rest

of parliament seems to be of the same road. Is this what the German in the street” wants? Newspapers and public opinion polls seem to show a major favour a hard line. Certainly the public backed the state (last week) by German commands to free hostages from hijacked Lufthansa jet. A wave of relief emerged, not just because the operation was successful but because, after many frustrating days, the State acted firmly. Yet it is permissible to wonder how far the present parliamentary course really reflects the desires of the public. Last year the theme of nuclear power played—virtually no part in the election campaign. Yet soon afterwards there was an upsurge of civic protest which took politicians—and much of the Press—by surprise. Can it be that even now politicians are acting in a world divorced from those they are supposed to represent? There is no answer.

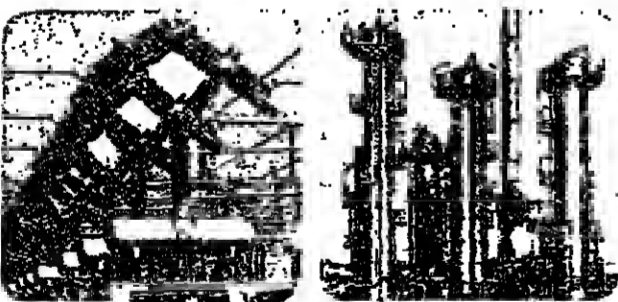
Jonathan Cai

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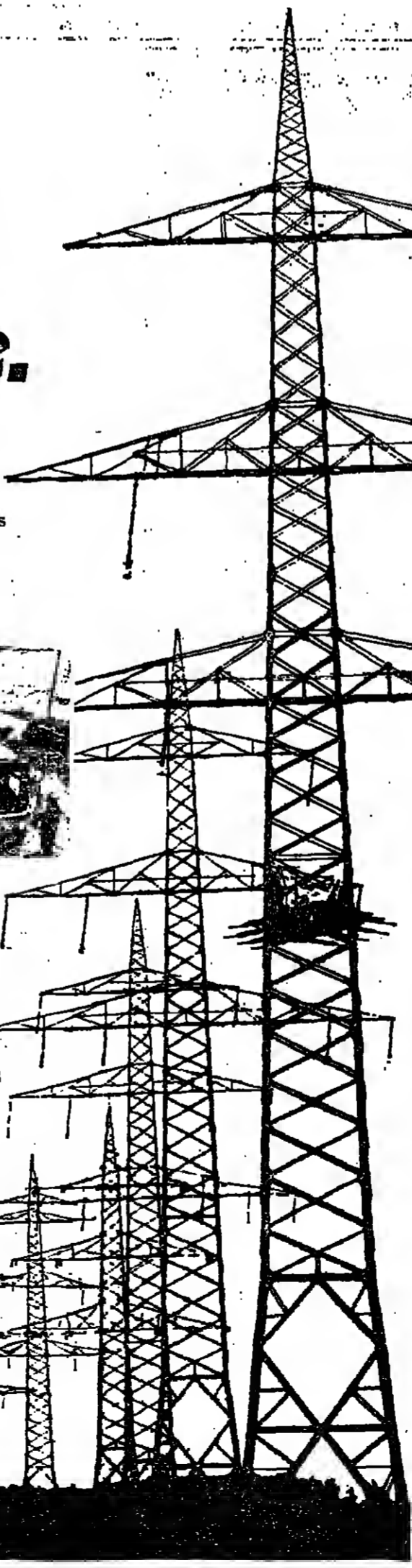
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West Germany



Tackling the terrorist

WEST GERMANY has just won an important victory against its terrorists—widely considered the most cold-bloodedly competent in Europe, perhaps in the world. But the war goes on, and both sides may adopt increasingly sophisticated methods in waging it.

The rescue last week by a special unit of Germany's border protection force of 86 hostages from the hijacked Lufthansa airliner was a triumph of organisation at the highest level in Bonn—and provided welcome evidence of growing international co-operation against the terrorist hijacker.

The suicide shortly afterwards of three remaining members of the hard-core of the Baader-Meinhof terrorist group—including Andreas Baader himself—in their cells in the maximum security jail at Stuttgart seems a violent act of despair in response to their colleagues' failure to force Federal Government to release them.

They were serving life sentences after being convicted in Germany when the Social Democrat-Liberal coalition came to power in 1969. But some attitudes became warped—at the most extreme turning into self-hate expressed in nihilistic violence with pseudo-ideological justification.

One German expert describes the new terrorists as intelligent and disciplined, generally coming from good homes and having a good education. They present Germany with a unique problem—that of intellectual terrorism practised by those of whom, in happier circumstances, the State might well have been proud.

No one knows for certain how many “hard core” terrorists there are. A year or so ago document smuggled into the

Jargon

The German terrorists are often loosely referred to as extreme left-wing—and it is true that they adopt the jargon associated with it. But they cannot really be classed with any political wing. If they can be compared to anything it is to Dostoevsky's “devils”—people who by their own admission are ready even to throw acid in a child's face if it will help their cause. What is that cause? Beyond destroying society it is impossible to say.

German terrorism has its roots in the student protest wave of the late 1960s. Much idealism was involved in that movement and some of it was channelled into formal political life in Germany when the Social Democrat-Liberal coalition came to power in 1969. But some attitudes became warped—at the most extreme turning into self-hate expressed in nihilistic violence with pseudo-ideological justification.

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cells of jailed terrorists makes chilling reading. In essence it says that Baader and Meinhof were too soft, that they claimed with some apparent pride to be political prisoners when, in fact, they were not. It says, all prisoners in a rotten society are political.

—excluding of course several thousand people ready to help in if not actually committing murder. They are very resourceful, co-ordinating with one another (even when in jail), capable of building sophisticated weaponry and able in faster close ties with extremists in other countries. The clear link between German and Arab terrorism in the recent hijack drama alone proves that.

The political response to this challenge is understandable—but gives rise to concern. It is often said that an effective fight against terrorism can only be carried out with full international co-operation. That is true. But as a federal State Germany has special problems. Police work is a Länders responsibility. Training and operational efficiency differs from State to State. Co-ordination is not always effective.

One response to this has been the creation of GSG-9—the special force which took part in the recent rescue. It was founded following the massacre of the Israeli athletes at the Munich Olympics in 1972—a disaster which pointed up the need for a special band of highly trained Federal police.

The force numbers about 170 and is based at St. Augustin near Bonn. Not only do its members have expertise in fields like explosives and karate, they are also trained to deal with the psychology of terrorism. The latter point is perhaps the most important. It is clear what the terrorists are doing. When the ideological dress has been stripped away, it still remains unclear why. Here is a field where everyone—authorities and public alike—need more light.

J.C.

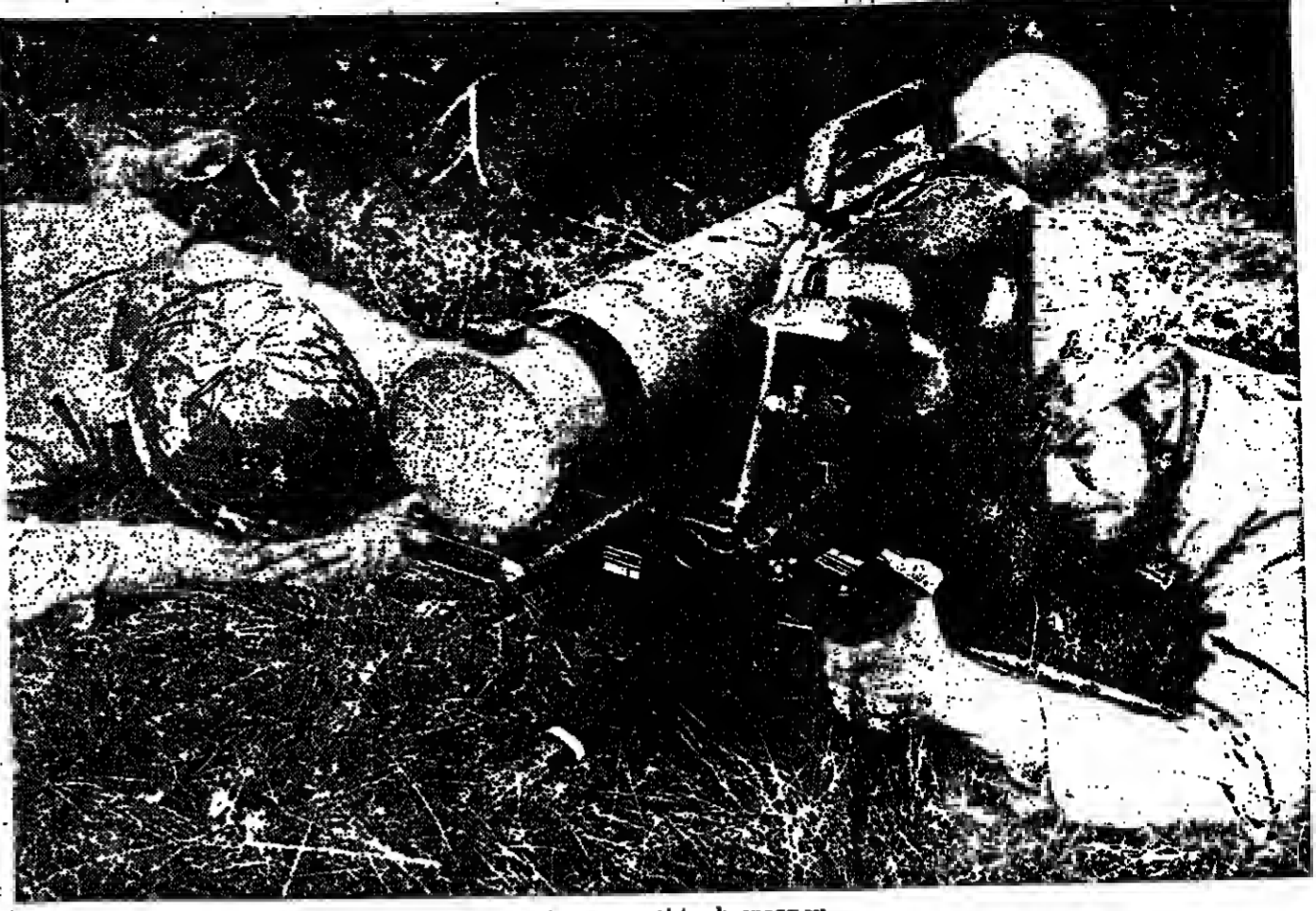
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WEST GERMANY III

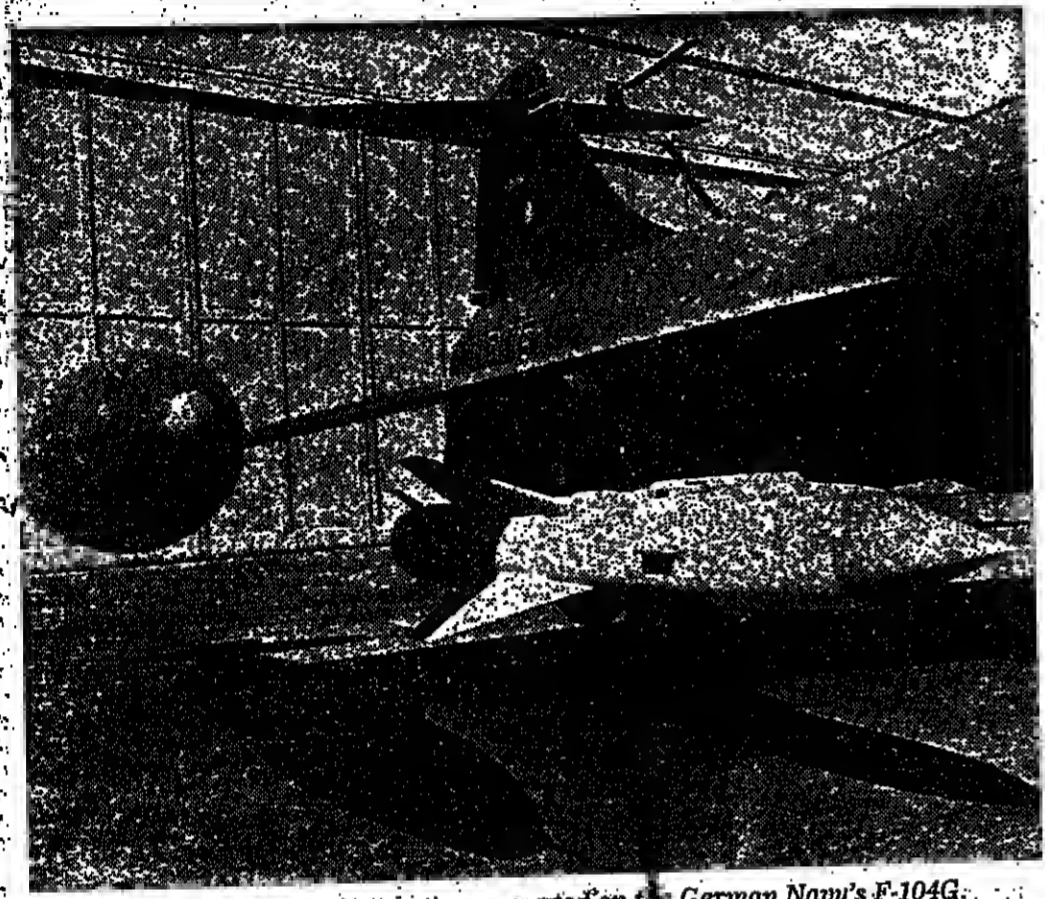
Defence and the NATO shield

HERE WAS a time this reports of growing Soviet military strength. It was not just the silly dominant topic in West German affairs. It was possible to pick up a newspaper and find all of them gave cause for concern. There was after all a start, there was the neutron bomb and its implications for West Germany, should President Carter choose to deploy it. Then there was PRM-10, or President Review Memorandum No. 0, which, it was alleged, commanded the U.S. President to accept the loss of up to one third of West German territory in the event of war rather than increased expenditure to defend the country's eastern borders. Not least, there were the recurrent

hells was indicative. It suggested that West Germany's exposed but crucial position in Western defence has still not been fully understood either by the West Germans themselves or by the rest of the Atlantic Alliance. Above all, it appears that there is a great deal of ignorance of current, let alone future, NATO doctrine. Take, for instance, the case of the neutron bomb. The novel element of this weapon, if deployed, is that it will kill people by radiation rather than destroy inanimate structures by blast. There are two main arguments against it. One is that by giving a more precise application to nuclear weapons, it might make their use more



An infantry anti-tank weapon.



An air-to-air weapon system mounted on the German Navy's F-104G.

likely. This is generally known as lowering the nuclear threshold. The other is that the introduction of any new weapons system is merely another round in the arms race, encouraging the Soviet Union first to criticise and then to imitate. Both arguments have something to be said for them, and some very distinguished Germans—General von Baudisim of the University of Hamburg, for example—have supported them. Both overlook, however, the way NATO, with the full support of the West German Government, is already committed to the possible use of tactical nuclear weapons if conflict occurs.

The case for the neutron bomb is that it could make that use more selective. Existing tactical nuclear weapons destroy indiscriminately, both people and structures. There might be some value, if one is thinking about an ongoing battle, in leaving the structure intact. In other words, it is at least necessary to consider what will happen next, once tactical nuclear weapons have been used. There might still be a battlefield, and there might still be a battle.

Belated

Probably a great deal of the opposition to the neutron bomb stems from a belated recognition of the role that tactical nuclear weapons already play in NATO doctrine. The opposition is not to be disparaged for that reason alone. But on the other hand a decision not to deploy the neutron bomb would leave NATO doctrine unchanged. The Alliance would still rely on tactical nuclear weapons in response to a Soviet conventional attack, once the Alliance's own conventional response was exhausted. The only way of changing that would be for NATO to increase and improve its conventional forces. That is what the other argument this summer has been all about.

The first, leaked, version of PRM-10 claimed that President Carter was being recommended to be prepared to concede one-third of West German territory to a Soviet attack rather than seek the kind of increased defence expenditure that would "provoke Moscow and divide Washington." The U.S., it was said, should adopt a "stalemate strategy of leaving the Soviet Union to face the political consequences of its aggression." Among those consequences were listed world opinion, UN disapproval, and U.S. mobilisation. The report was vigorously, and probably sincerely, denied in Washington. Yet the debate it sparked off was similar to the one over the neutron bomb in that it showed once again the general reluctance to face reality. The theory of West German defence, as put forward in successive White Papers and accepted by NATO, is that there must be an immediate response to any aggression in the area where it occurs, and that the response must be supported by as many NATO allies as possible. The theory is known as "forward defence" and the multi-lateral response, stemming from the number of allies with forces on German territory, is presented as the "manifest expression of the indivisibility of the Alliance."

There are sound geographical reasons why this should be so. West Germany is in that sense a very narrow country. The maximum distance between its east and west borders is only 430 kms. Nearly a third of its population lives within 100 kms of the border with East Germany; two-thirds within 200 kms. This latter zone accounts for about 70 per cent of the manpower in West German industry. It could be lost in a day if the Warsaw Pact forces were allowed to make an unfettered, or even relatively unfettered, advance. Hence the belief that West Germany is too small to allow the military luxury of "trading territory for time" or, in plainer words, allowing the enemy to advance while deciding what to do about it. Defence must begin at the border. It is very difficult, however, to apply the theory of forward defence if the Warsaw Pact forces are improving faster than those of NATO. The warning time for any attack becomes shorter as the Pact forces become progressively better equipped and more able to project themselves from a standing start. In these circumstances NATO is compelled to consider at least the possibility that in the event of an attack some German territory might initially be lost—however unpalatable such considerations might be to the West Germans themselves. The key word is "initially." The question for Nato is how best to fight back in order to stop initial losses from becoming permanent. The literal application of forward defence requires conventional forces of a size NATO does not have available. There is the further possibility, not so far much discussed, that the expansion of Soviet military power threatens the reinforcement routes to West Germany from the U.S. It is not just the extension of sea power into the Atlantic. It is also the rise of air power which could knock out Allied bases in Western Europe and seriously interfere with American attempts to retrieve the losses. One of the most striking facts about the East-West military balance, for example, is that the Soviet Union has developed medium-range air power that seems directly designed to cut off Europe from the U.S. NATO has not yet developed much of a response. If it was indeed these questions that were worrying the West Germans this summer, then the West Germans were right. Yet it is also remarkable that few people have come up with any other answer than that of improving defences and maintaining the Alliance. It is a viable response so long as it works. **Malcolm Rutherford**

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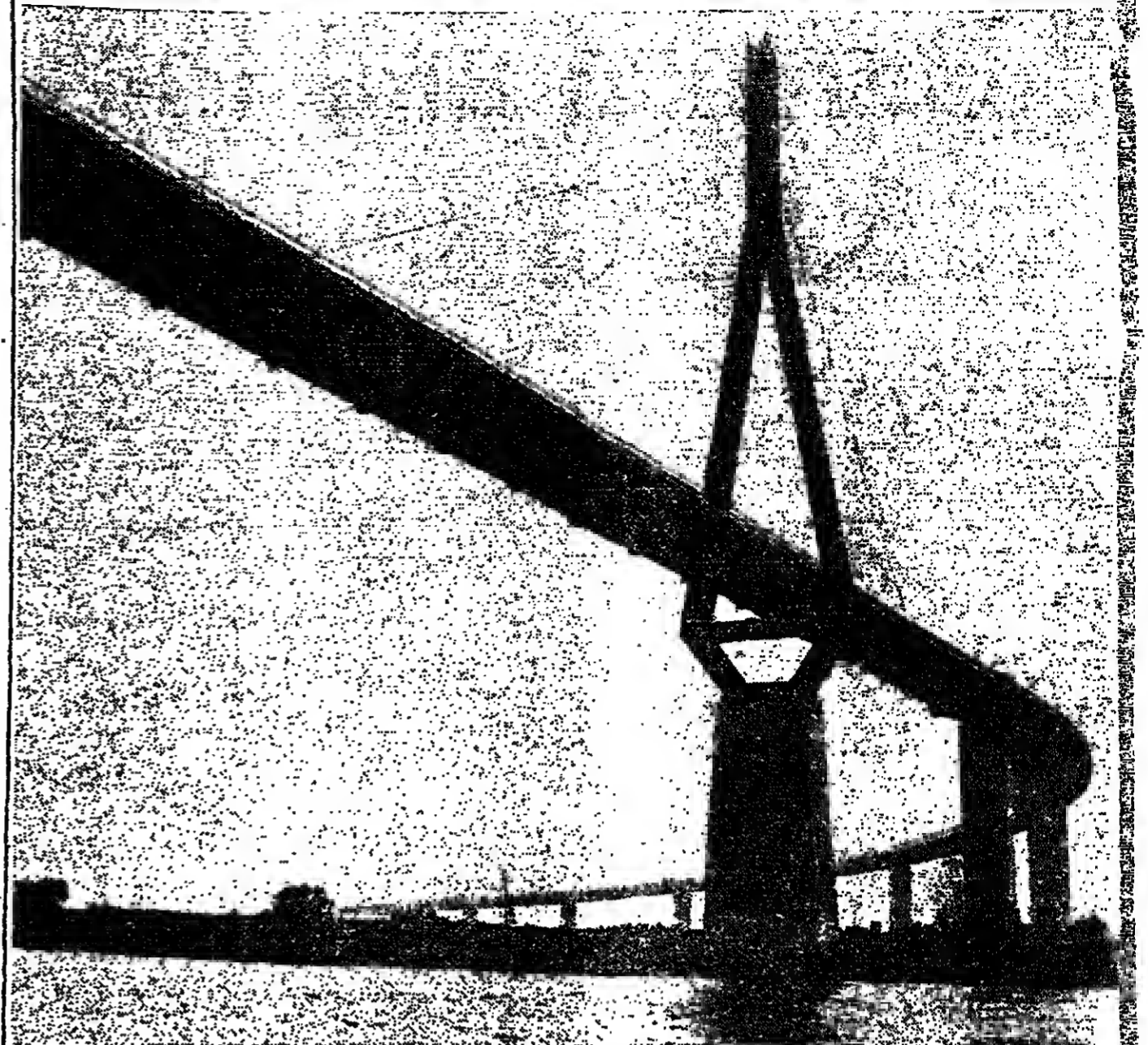
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WEST GERMANY IV



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Economic doubts loom large

FROM THE outside, the West German economy seems as much a matter for the envy of its partners as ever. Inflation remains well below 4 per cent this year, while the reserves at the end of June stood at a comfortable DM85bn. If every line of credit, official guarantee and international obligation of the Federal Republic were to turn suddenly into a bad debt, there would still be over DM45bn. in hand, according to figures just published by the Bundesbank.

What has undoubtedly contributed to the unpopularity of present policies, personified by Herr Friderichs, has been the belief that the Government was content to sit back and let market forces do their work. While that has been true more as a matter of rhetoric than of fact, the authorities have not entirely answered the charge that they have done too little, too late. One steady source of that point of view, of course, has been the U.S. Treasury Department, seconded on occasion by Whitehall, and as recently as the Informal Monetary Fund annual meeting earlier this month, West Germany was once again reminded of its pledge to stick to the growth targets it accepted at the summit meeting of Western heads of government in London last May.

The Bonn Government concluded in early July that it would have to act to support growth in 1978, and in mid-September announced a package of tax cuts intended to inject at least DM10bn. into the economy next year. The main features of the package as originally conceived are the quadrupling from DM100 in DM400 of the tax-free allowance to workers on the customary "13th month" Christmas bonus, the raising of the rate of depreciation for business from a maximum 20 per cent, to 25 per cent, a year. In addition, the Social Democratic Free Democratic coalition wants to raise research and development subsidies for small firms to pay subsidies for energy-saving building techniques, and to help people trying to start their own businesses.

Herr Hans Apel, the Finance Minister, told the IMF that the programme would ensure a growth target for real GNP in 1978 of 4.5 per cent. In order to finance the proposed package, Herr Apel is putting forward a budget which will call for a deficit of about DM28bn. next year, compared to about DM21bn. this year. Public spending will rise by about 18 per cent, in nominal terms from this year's level, or about 10 per cent more than the growth in nominal GNP, which is expected to be about 8 per cent. On the assumption that prices will increase next year by about the same 3.8-4 per cent, expected for 1977.

Extreme fiscal conservatism by the 11 states and the hundreds of local authorities below these have been the main reason why Bonn's earlier attempts at pump-priming have seemed so disappointing. The prime case is the DM15.5bn. medium-term investment programme, introduced with a flourish last March as a means of both getting necessary infrastructural work done ahead of time, and of giving a hand to the chronically under-employed construction sector. As Chancellor Helmut Schmidt himself has more than once publicly complained, the state and local authorities have simply declined to come up with their share of the money.

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Several months before the Federal Government finally decided to use the fiscal instrument in its own armoury rather than rely on the always unwieldy mechanism of the states, the Bundesbank could claim to have set the sails in terms of monetary policy. For the third year in succession the central bank has set a target for the increase in the money supply, choosing among the various available aggregates the central bank money stock, for which an average 8 per cent growth in 1977 was foreseen. The experiment of setting growth targets (as the Bundesbank still officially calls what is clearly now a permanent part of the West German scene) gave the central bank a reputation in 1975-76 for tight money policies which it has had trouble living down in some quarters.

Yet the fact is that money supply has been rising a little more rapidly than the target, to judge by the August figures just made public, while interest rates have fallen to their lowest levels since the mid-1960s with the Bundesbank's full encouragement. It has acted several times this year to ease liquidity, most recently pumping in some DM6.5bn. in late August by lowering minimum reserve requirements and raising the banks' rediscounting quotas. At that time, Dr. Eminger said forcefully that monetary policy had done all it could to create the conditions for a more solid, steady recovery. It was up to politicians and businessmen to do the rest.

With the present combination of relatively cheap money and a fiscal stimulus next year do the trick of ensuring a steady 4.5 per cent growth in GNP? Most observers, in the side and outside the ranks of official economists, agree that it will not unless one other vital means of both getting necessary infrastructural work done ahead of time, and of giving a hand to the chronically under-employed construction sector. As Chancellor Helmut Schmidt himself has more than once publicly complained, the state and local authorities have simply declined to come up with their share of the money.

On the export side, the picture is far from reassuring. West Germany's most important markets are in Europe, where several of its partners remain in difficulties with their payments situations and inflation rates. Some of its export activity has been reoriented toward new customers, yet here, too, there are looming problems of indebtedness in some Third World countries, and increasing caution over some East European countries, while the OPEC States do not offer a substitute in quantitative terms. Added to all this is the strain of an ever dearer D-mark.

Domestic demand, according to Herr Otto Schlecht of the Economics Ministry, could show some strength in the final quarter of this year. But this is not expected to make up the difference, especially once the two-year car sales boom shows signs of levelling off. The latest signs are that consumers, too, are showing their lack of confidence by maintaining a savings rate close to last year's 14 per cent.

Yet the greatest short-term uncertainty banging over the West German private sector appears to be the future trend in wage settlements, some idea of which may become clearer as the autumn goes on. Businessmen see wage pressure as the most serious single factor on the cost side. They feel that the always uneasy equilibrium between profits and wages has been upset to the benefit of employees, and that coupled with the indifferent outlook for sales in many industries, neither increased production nor investment to increase production in the future, is attractive. Against this, the trade unions argue that high wages contribute to aggregate demand and hence to supporting recovery. They also claim that workers need to make up for the 15 per cent rise in profits last year, which was nearly twice the rate of wage increases.

The argument is familiar enough. What makes it especially keen this year is the bitter tone on both sides of the industry, provoked for the umpteenth time by unemployment and for management by the disappointed hopes of a recovery that never took off properly. If the new Economics Minister manages to get employers and unions together at all in the regular three-way concerted action, he will be doing well.

Adrian Dicks

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Structural problems need to be solved

THE TERM structural unemployment has passed into the language of economic debate in West Germany as a way of explaining several puzzling features of the hesitant—and now probably ended—recovery of the past two years. First, there has been the stubbornly high level of unemployment over the past 12 months. The average for 1977 will not be much below the 12m. mark, compared to official forecasts at the beginning of the year that it would drop to the 850,000-900,000 range, declining steadily from now until the end of the decade.

Second, West Germany has become aware during the present business cycle of the paradoxes of its labour market. Last month, when 911,000 people were officially registered as being out of work, there were reported to be simultaneously no fewer than 635,000 unfilled vacancies. Finally, there has been the wealth of evidence to show that companies, where they are committing themselves to new investments at all, are looking for ways to save manpower rather than to create new jobs.

What all these problems have in common is that the West German Government and its economic advisers, with the support of many bankers and business leaders, holds out little hope that they can be remedied through the "classic" response to unemployment of stimulating overall demand. In this regard the authorities and the employers are at odds with the trade unions, who firmly believe that the fault lies with the Government's refusal to use the classic remedies, not in the remedies as such.

They also believe that Bonn has too often referred to the unemployment as "structural" in order to justify what many on the Left see as the infuriating complacency of the free market economic philosophy expounded by the Federal Economics Ministry under the outgoing Herr Hans Friedrichs and in all probability under

his successor, Count Otto Lambsdorff, too.

The detailed figures suggest, however, that the Government is right to see unemployment as a much more complex question than it is given credit for. In September, when some seasonal factors had helped bring the total down, 180,000 out of the 911,000 unemployed were looking for part-time work. Many of these were women. On both grounds they were unsuitable for many of the industrial vacancies booked by the Federal Labour Office. Some 43,000 were men of 59 or older, many of them office workers. A further 40,000 were handicapped, while the Labour Office believes that as many as a quarter of all those unemployed were to some degree disadvantaged in the labour market through poor health.

Dropped

Close to 100,000 of the September unemployed were young people under 20 (a figure that has, incidentally, dropped since the immediate school-leaving bulge last summer, though not far enough to cause any complacency). Finally, some 80,000 unemployed people were foreign "guest" workers, who appear often to be pushed to the back of the queue by local labour office staffs.

If these more readily identifiable categories are subtracted from the total, it would seem that about half of West Germany's current jobless might be classified as redundant purely because of the state of the economy. As in most other industrialised countries, they seem to be overwhelmingly people without skills or else skilled workers who hesitate to move house for the sake of a new job which might, in turn, prove vulnerable to the next economic downswing.

Much is predictably being written about unemployed people who prefer receiving West Germany's benefits (generous for the first year,

though less so thereafter) to taking a new job. Yet there is undoubtedly strong resistance to the idea of being uprooted, in an industrial and social trading community life and of long service with an employer.

In order to try to overcome this resistance, the Government last year offered mobility subsidies as part of its strategy to deal with structural unemployment. Yet there is little evidence so far to show that they have had much impact on the problem.

There are higher hopes of success from the large additional funds being made available for industrial training and retraining. In this connection, the labour office has reported increasing readiness on the part of jobless people to change their trade or profession. As many as 44 per cent did so out of a sample taken as long as two years ago. At the same time, much effort spent on training is clearly being wasted, as shown by the finding that fully one-third of unemployed people with a qualification had never worked in the field for which they were trained.

Between now and 1981, according to the Economics Ministry, at least 500,000 new jobs, and possibly twice as many, will have to be found for the relatively late post-war bulge in the birth rate, which then begin to show up in school leaving figures, with an average of 80,000 more new entrants to the labour market each year. That suggests, in the Ministry's model, that real investment during the recent recovery phase. In part this seems to have been due to the uncertain outlook for both export and

home demand and to an unsatisfactory average rate of use of currently installed capacity. But there is little doubt that employers are going to be looking for new techniques that will save labour. The chairman of the engineering group, Gutehoffnungshütte, Herr Manfred Lennings offered some figures a few days ago that throw some light on the problem: between 1970 and 1976, labour costs per hour rose 78 per cent, while prices for finished products rose by 40 per cent, or just half. They now stand at DM17 compared to DM16 for the U.S.

though with the difference of a constantly rising D-Mark.

Whether or not this year's wage round will redress what the employers and the Government see as an imbalance in favour of labour during the past few years, remain to be seen. If it does not, employment figures may provide part of the answer in the next few years to a question being asked increasingly often: has the West German worker already priced himself out of the world market?

Adrian Dicks



Count Otto Lambsdorff, who took over as Economics Minister earlier this month.

making a political advance for which it must pay an economic price. This is no doubt in Herr Genscher's mind when he insists that the enlargement of the Community must mean a strengthening of it. But the economic problems are so large as to constitute political obstacles in themselves.

In Bonn it is recognised that a huge transfer of resources would be needed to bridge the north-south gap in an enlarged Community, and at best this would take decades. In the meantime the new members will have to face increased competition not only from existing EEC states but from third countries with which the Community has concluded trade accords. Even with lengthy transitional periods, the result is likely to be bigger economic difficulties for the members (perhaps leading to more or less cover trade restrictions) and disappointed hopes. West Germany, as the most wealthy of the northern members (assuming it manages to maintain that position over the next decade), could expect more than its fair share of the backlash.

Community relations

IN BRITAIN it is often called the "Common Market." The West Germans generally refer to it as the "European Community." But it has become increasingly evident to them that a Common Market is probably all that this grouping of western European states will be. And even the free trade which such a modest title implies will be hard to maintain.

In clear terms this means that the kind of European Community foreseen under the founding treaties, embracing a federation with economic and monetary union (EMU) and the joint policies such a condition would imply, would not be possible for the foreseeable future—if at all.

This is not the public stance of the leaders of the Federal Republic—nor does it seem to be their desire. The Foreign Minister, Herr Hans Dietrich Genscher, loses no opportunity to press the case for a European union. Chancellor Helmut Schmidt and the President of France, Valéry Giscard d'Estaing, have pledged to produce proposals for progress

towards EMU by the year's end. And naturally when the European Commission's proposals on the same topic are made known, the Bonn Government will consider them closely. So far it has learnt of them chiefly through the Press, and perceives apparent differences between the views of the commission President and Vice-President.

But behind the public stance to discover how the ambitious goals are to be realised and another picture emerges. It is conceivable that Herr Schmidt's public support for M. Giscard on EMU may have helped strengthen the President's domestic position. That in itself may prove to be a contribution to European unity—who knows? But that does not help officials on both sides left struggling to translate the apparent aims of their leaders into practice. What are they supposed to produce? Proposals for a common (or even alternative) European currency, a pooling of (largely German) reserves, hindering commitments on interest rates and money supply? Even assuming the

Franc-German political will were there, economic disparities in Europe do not allow implementation of such wide-ranging ideas. And if the economies were closer than they are (and the Germans readily admit there are some encouraging straws in the wind)—what can find better ways of spending their money, adding in passing that there is not so much ready cash about in Bonn as foreigners seem to imagine. For that West Germany at least partly has to thank its federal system. Under it the central Government alone must meet EEC and other foreign bills but the provincial states have a decisive say over the raising and disposal of revenue.

Benefited

Now the Community may be enlarged—bringing more problems for all members and West Germany in particular. The Bonn Government enthusiastically supported the Greek application for membership for political and strategic reasons. Having said yes to Greece it was impossible to say no to Portugal and Spain. It has become common to regional and social policy is simple. So long as the states bear that the Community is

receiving the cash are not ready to accept stringent community discipline, meaning supra-national decision-making on where and how the funds are to be spent, then the operation is no more than a finance transfer of very limited value. Bluntly, the Germans say they can find better ways of spending their money, adding in passing that there is not so much ready cash about in Bonn as foreigners seem to imagine. For that West Germany at least partly has to thank its federal system. Under it the central Government alone must meet EEC and other foreign bills but the provincial states have a decisive say over the raising and disposal of revenue.

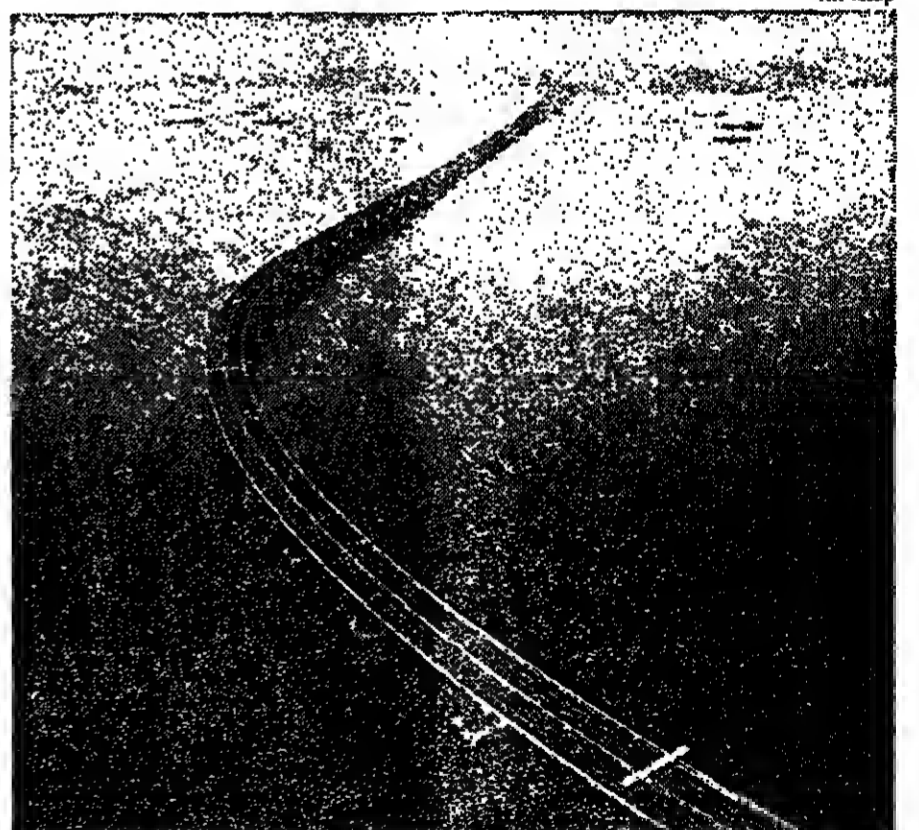
Two propositions are often advanced to set against this discouraging picture. One is that Community institutions have long been due for overhaul, and enlargement will at last force member states to act. The other is that direct elections to the European Parliament scheduled for next year will provide a new impetus for Community development. It is hard to find Germans involved with the subject at all who do not greatly hope that both propositions will prove true. But it is even harder to find those confidently predicting that they will.

J.C.

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WEST GERMANY VI

Anti-trust laws under review

THE GERMAN Competition Act, last revised in 1972, is once again in the political melting pot. The Government is committed to introduce a new Bill this year based on an outline prepared by the Ministry of Economy but the controversy between the two partners in the coalition, the Social Democrats and the Free Democrats, continues quite vehemently in public and—one can imagine— even more so behind the scenes. The Social Democrats want the law to be stricter with monopolies and large companies, preventing further concentration of market power in their hands and its abuse. The Free Democrats are defending industry against what they see as excessive ambitions of bureaucrats. Both parties profess concern for the welfare of the small and medium-size enterprises—the backbone of the electrically important "middle ground."

The truth of the matter is, of course, that a period of recession is not the best of times for radical trust busters. To survive in the adverse conditions of the domestic market, the small and medium-sized concerns must be allowed to combine and co-operate. The same applies to the big companies if they are to compete successfully on world markets.

The question is whether the competition law can continue to be applied in a period of recession in the same way as during the preceding boom. Such a change in direction should be facilitated by coincidental changes in the three top posts concerned with the application of German competition law: first in the Presidency of the Federal Cartel Office, then in that of the Federal Supreme Court, and finally in the person of Minister of Economy, who has important statutory powers in respect of mergers.

A pamphlet just published by the Federal Association of Young Entrepreneurs with a preface by the new President of the Cartel Office, Dr. Wolfgang Kartte, is entitled "Do not fear co-operation." This title is much more indicative of the way the wind is blowing than the outline of the new Bill. The pamphlet provides examples of permitted co-operatives aiming at specialisation, promotion, sales, buying, servicing, research and development and the joint use of a trade mark.

Softer

Emphasising that the statutory prohibition of cartels does not amount to a prohibition of co-operation between enterprises, the Federal Cartel Office took a distinctly softer line in the report about its activities in 1976. In addition to the exemptions provided in the Competition Act for certain types of restrictive agreements and for co-operation between small and medium-sized enterprises, the Cartel Office will in the future also consider the possibility of approving cartels between such enterprises when necessary for ensuring their ability to compete with larger companies. This softer line is also evident in the other parts of the report dealing with merger control and the containment of abuses of market power.

West Germany experiences the problems of a buyers' market and, taking account of this change in the market place, the Cartel Office has announced that it will establish a special team to deal with the problems of "buying power." Its task will be to devise means of protecting suppliers oppressed by the dictates of large departmental stores and retail chains. It will also be concerned with the dominance of large industrial consumers over their suppliers and sub-contractors, as well as the economic power wielded by public bodies when placing contracts. The Cartel Office expressed regret that those suffering under such excessive buying power of their customers had been shy about bringing their complaints into the open and providing information on which the Office could take action.

Resigning itself to the fact that it was overruled by Bonn or obliged by political pressure to abstain from prohibition when mergers were defended as necessary to save jobs, the Office declared in its report that merger control is neither a suitable instrument for preventing undesirable rescue mergers nor in danger of being made meaningless by such mergers. The law, states the Cartel Office, is also flexible enough to allow the protection of competition in the event of rescue mergers.



Signposts of modern Germany: Subways for the new underground railway in Duisburg, with the new Klöckner Steel HQ in the background.

The first impetus to the work on a revision of the 1973 Competition Act was provided by a Monopolies Commission report under the present DM50m threshold to include also the acquisition of enterprises with an annual turnover between DM12m and DM50m. The document, prepared by the Ministry of the Economy and now adopted by the Cabinet, does not openly reject the two most radical recommendations of the Monopolies Commission—that the Federal Cartel Office should be given power to break up large monopolistic enterprises and that banks should not be allowed to acquire more than 5 per cent of equity in non-banking enterprises—but shelve them, stating that time is not yet ripe for discussing them. The enactment of powers for breaking up monopolies should be discussed, according to the draft, only if and when improved means of monopoly control have proved ineffective. Any decisions on measures designed to stop the growth of the industrial empires of German banks should await the report on the "Fundamental Problems of Banking" by a commission appointed by the Ministry of Finance and due next spring.

The Ministry of Economics, however, accepted the view that the large number of takeovers by 200 German companies has been reducing competition within the German economy. The Ministry was in particular opposed to penetration of industry by large companies into those sectors in which small and medium-sized enterprises predominate. It recommended that

no special exceptions should be enacted to rescue mergers and that control should be extended under the present DM50m threshold to include also the acquisition of enterprises with an annual turnover between DM12m and DM50m. If the acquiring party has a yearly turnover of over DM1bn, the report also recommends favourable consideration of the Monopolies Commission's proposal that there would be a legal assumption of increased market dominance whenever at least two companies each with a turnover overstepping DM1bn participate in a merger of enterprises whose turnover adds up to more than DM10bn.

Abuses

While conceding a certain tightening up of the law in the field of merger control, the Ministry of Economics paper seems to reflect the opposition of German industry to any new measures which would make the control of abuses of market power more effective. It suggests that the Cartel Office should continue its (notoriously futile) attempts to curb abusive pricing on the basis of the present law—more experience is required before any new legislative proposals can be made. The Ministry of Economics has also left no doubt that it is strongly opposed to the introduction of the U.S. type private anti-trust actions for those who feel damaged by monopolies or restrictive practices.

Past attempts by the Cartel

Office to curb prices were very successful. The power of preventive cartels, the Cartel Office is bound to come too late. It is difficult to keep up the introduction of "new" which are used to buy comparisons. It was fortunate in the courts tackled large pharmaceutical companies Merck and though the latter case is in courts.

The Federal Supreme has been criticised by Social Democrats for mal-enforcement of competition rules too difficult for the Office. Since October 1 the Court has a new President, Dr. Gerd Pfeiffer, the first Democrat ever to reach supreme judicial office in many years. Like his predecessor, Dr. Robert Fischer, he will chair the Cartel Bench Court. It remains to be seen whether the interpretation of the Competition Act will vary closer to the Cartel Office, which, however, under a new President, Wolfgang Kartte, seem to mellow.

Still awaiting a Supreme Court hearing is the GKN/merger prohibited by the Cartel Office and reviewed by the Berlin Appeal Court. A ruling on the role of financial conglomerates in conglomerate mergers which is at issue in this case seems to be the main object of the Cartel Office.

In the meantime by a promise solution, the completed takeover of Hill Hille by Thyssen Industrie has been neither approved by the Minister nor required to be scrambled. The merger had been prohibited by the Federal Cartel Office on the grounds that financial power added to Hill Hille by its integration into Thyssen Group would threaten the survival of remaining independent competitors in the steel industry. The Minister of Economics recommended that Thyssen should not be allowed to acquire more than one-third of Hiller Hille equity. However, the Minister, Dr. G. Lausdorf, believed to be more mindful of industrial interests—decided that Thyssen should be allowed to acquire to 45 per cent of the equity-carrying voting power.

The main argument against allowing a merger was that it provides Hiller Hille with superior market power in the sector of transfer lines a numerically controlled machine tools—an engineering sector in which Germany consists of medium-sized enterprises. It was argued that such strengthening of one of the fiercest competitors in this market would lead to the search for similar affiliations with other groups of firms active in the same market. Arguments advanced in favour of the merger were concerned mainly with the safeguarding of jobs and the retention of the nationally valuable know-how of Hiller Hille which could be lost if the firm was allowed to go into liquidation.

Andy Herman

Foreign policy

WEST GERMANY'S foreign policy, always delicately balanced between East and West, is coming out of a very difficult phase during which relations with both Washington and Moscow had seemed to turn—for quite different reasons—disturbingly sour.

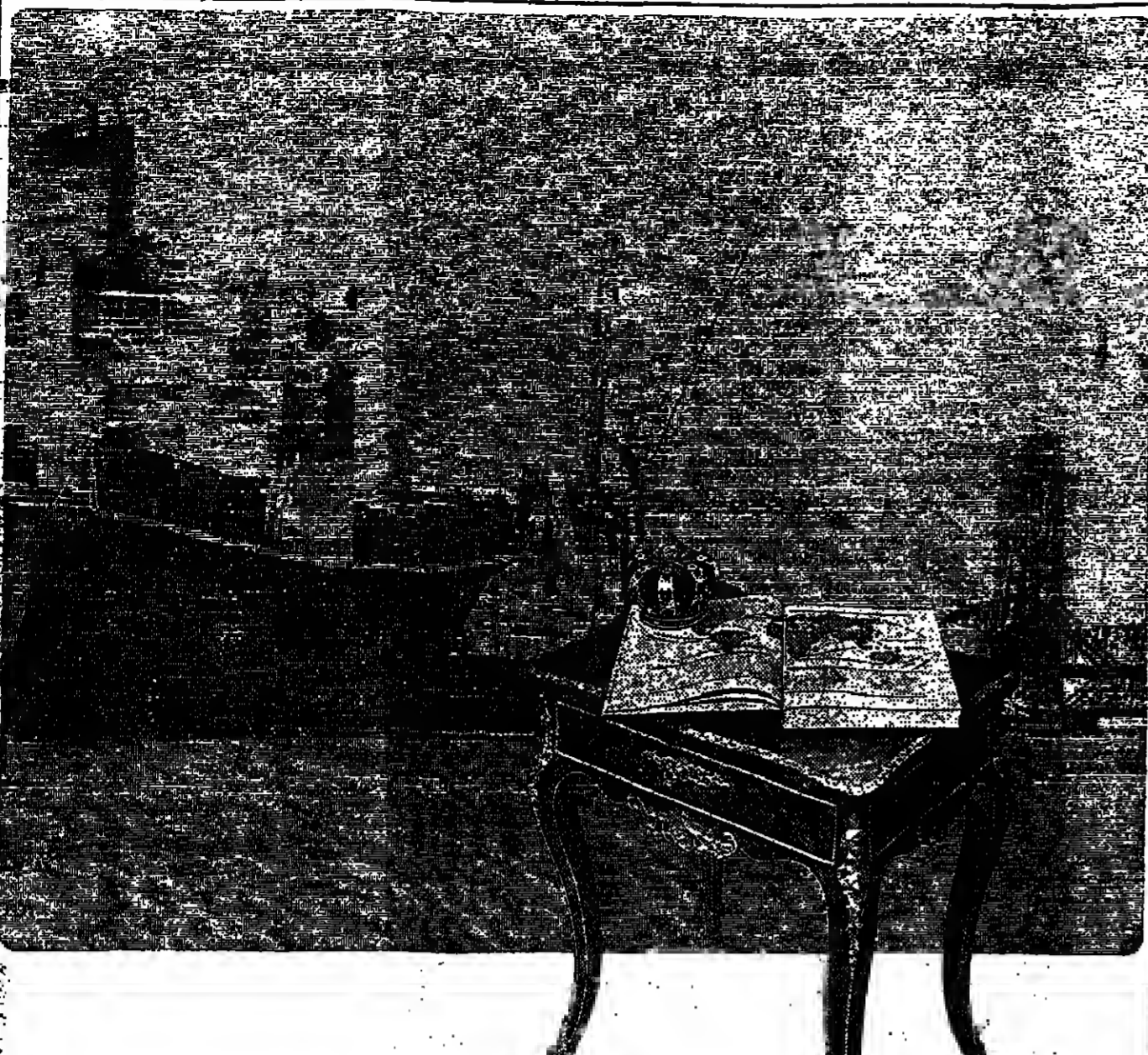
Much of the uncertainty in the Kremlin over the new U.S. President and his Administration appeared to be reflected in the wariness with which the Russians chose to deal with Bonn. Contacts so far on a possible new strategic arms agreement, and the first signs of Great Power co-operation in the Middle East, as well as the avoidance of open rupture at the Belgrade Conference, have all been welcomed in Bonn as good omens for the new round of diplomacy which Chancellor Helmut Schmidt and his coalition partner and Foreign Minister, Herr Hans-Dietrich Genscher, hope to see launched towards the East this autumn.

The symbol of this "new start," about which the coalition parties have now been talking since early summer 1976, is to be the long-delayed visit to West Germany of Mr. Leonid Brezhnev, the Soviet leader. He has repeatedly indicated that he

would indeed like to take up the invitation, but he has proved remarkably hard to pin down to a specific date. Chancellor Schmidt has been holding out the end of November or beginning of December as the time of the visit. Yet even after the reportedly cordial talks between Herr Genscher and the Soviet Foreign Minister, Mr. Andrei Gromyko, in New York a few weeks ago, no firm date has been announced.

In contrast to the dramatic era of Herr Willy Brandt's Ostpolitik, there is relatively little obvious scope for bilateral agreements with the Soviet Union, aside from formalising scientific and technical co-operation and, less certainly, taking up the complex issue of the ethnic German minorities scattered throughout the USSR. Where Bonn will press hardest is on the status of West Berlin, which it sees threatened by recent Soviet and East German interpretations of the Four-Power agreements, and on the small-scale approach of East Germany towards new negotiations to ease daily contacts between the two German states. Here it remains an axiom of West German policy that Moscow, rather than East Berlin, calls the tune.

Continued on next page



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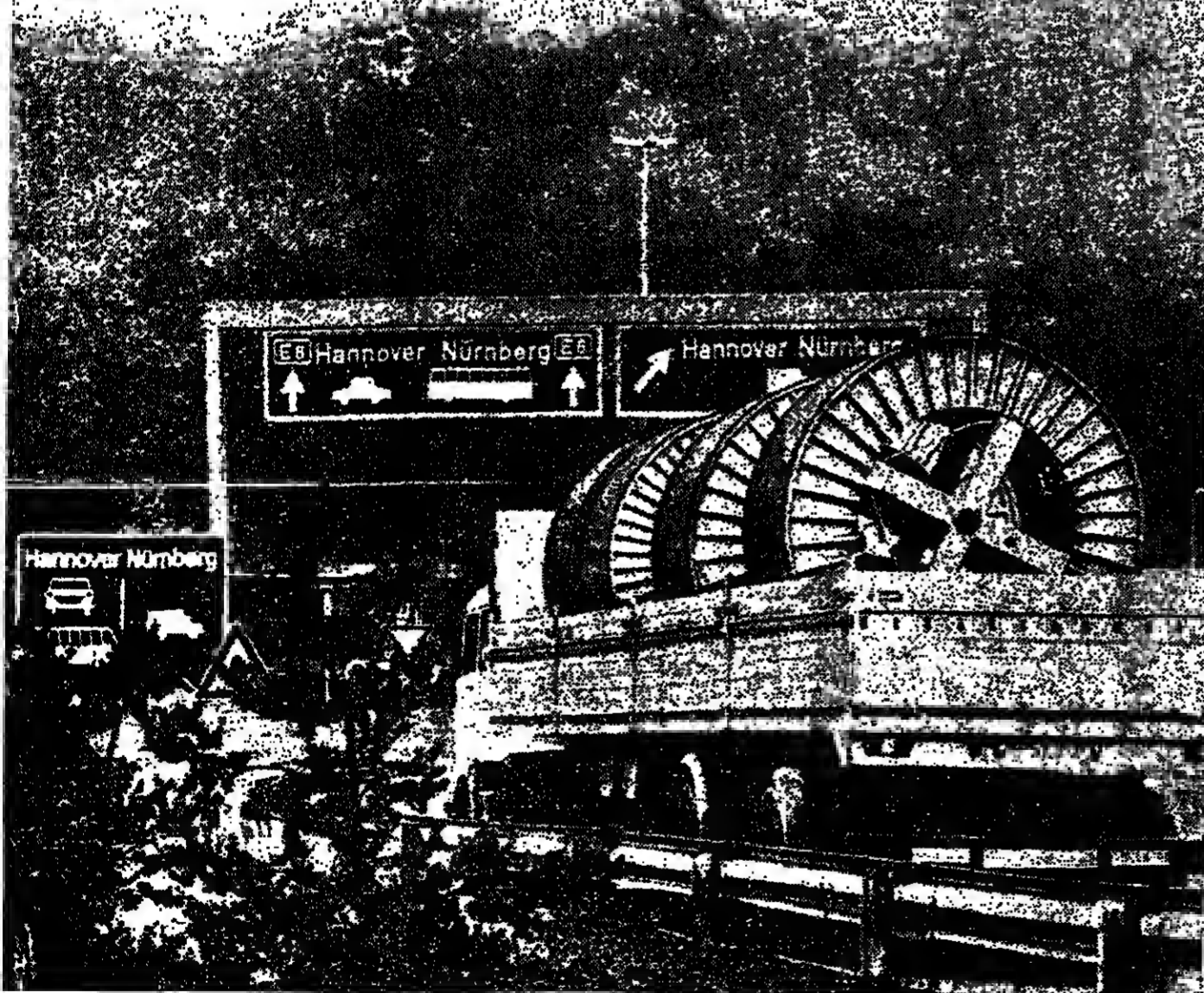
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WEST GERMANY VII

Trade performance remains impressive

VI
laws
view

ENTION THE word "export" d people immediately think West Germany. The Federal public contributes some 11 per cent of the West's com- mod exports—just a shave behind the United States' 12.7 per cent, and well ahead of Japan's 7.4 per cent.

Few people are not impressed by the tenacity with which the country's industrial concerns have defended their overseas sales at a time when most economic monetary measures appear to have been aimed at forcing West Germany's exports and pushing up its exports. The steady appreciation of the D-mark against the world's other leading trading currencies has completely failed to hold back the growth.

This is not to say that it has had a profound effect on the West German export effort. In certain ways it has been a positive help but, as many of its proponents hoped, it has not solved many problems which remain. It has certainly opened up the market to increased foreign competition, it has also stabilised the D-mark prices of industry's raw materials exports. Furthermore, it has made a contribution to the Federal Republic's trade surplus so that the D-mark value of exports has not risen as quickly as anticipated, while German exporters have more or less been able to maintain export earnings.

Another of the positive effects of the D-mark's rise is that it has forced West Germany's industry to examine closely its

levels of productivity. The country's labour and capital investment costs are now among the highest in the world—above U.S. levels in many sectors.

The response to this has been "rationalisation." West German companies which are heavily reliant on exports—and that is most of them—have been forced constantly to seek means of getting more out of their existing plants and workforces. Increasingly investment capital is being channelled into improving and upgrading existing plant rather than merely extending capacity. At the beginning of the 1970s, the question was asked: is West German industry getting old fashioned? To-day, the answer is: No.

But although this upward movement of the West German currency has increased over- heads in relation with those of competitor countries, it has also provided an important degree of internal economic stability. It played an important part in keeping the Federal Republic's inflation rate well below that of average western levels, and as a result there was not the same pressure as in other competitor countries for massive wage in- creases.

severely squeezed profit margins. The Federal Republic's exporters have responded to this with a greatly increased sales effort. Last year the country's exports rose by 15.8 per cent, but even so the pressure of rising imports cut the country's trade surplus back from 1974's DM51bn. to 1976's DM34bn.

A main growth area for West German exports has been the western industrial countries and sales in this sector grew by an average 17.7 per cent last year. Despite a continued high growth rate this decade, however, the proportion of total German exports shipped to the western industrial countries has decreased from 83.6 per cent in 1970 to 76.9 per cent in the first seven months of this year.

Markets in the European Economic Community last year furnished an important platform for growth with sales up 21.5 per cent. Growth during the opening seven months of the current year, however, has tailed off to 5.8 per cent, rather lower than the 7.8 per cent increase in overall exports. The EEC has been accounting for a pretty stable share of the Federal Republic's exports for the past seven years. In 1970 it took some 46.3 per cent of the country's total overseas sales, while the figure for the first seven months of 1977 stood at 45.6 per cent.

West Germany's export performance in the U.S. gives an interesting insight into the effect of the increased value of the D-mark on industry's competitiveness. It also probably reflects to some degree the efforts by exporters to diversify their markets. In 1970 the U.S. took 9.1 per cent of all West

German exports, but this had fallen to 5.6 per cent by 1976. Sales growth in the market last year averaged 9.6 per cent, while the 18.6 per cent expansion rate recorded in the first seven months of this year increased the proportion of total exports shipped to the U.S. to 6.3 per cent.

Eastern Europe and China have been a major export target and trade growth with the planned economy countries has increased steeply since 1970 when they accounted for 4.3 per cent of the Federal Republic's total exports. In 1976 some 6.8 per cent of total overseas sales were shipped to these countries, although the rate of expansion was a mere 0.1 per cent. This year sales have weakened further, declining by 8.9 per cent, and in the first seven months shipments accounted for just 6 per cent of the total. The reason for this has not been that Germany has fallen out of favour, but that the planned economy countries have heavily cut overall imports.

The developing world has also been an important target area. Since 1970 the proportion of German exports channelled to the Third World increased from 11.9 to 16.8 per cent in the January to July period this year. Exports to these markets increased by an overall 14 per cent in 1976 and a further 14.3 per cent during the opening seven months of 1977.

Africa—whose share of the export total increased from 2.8 per cent in 1970 to the current 4.8 per cent—saw sales rise by 22.3 per cent last year, and the tempo has only slightly decreased, to 21.4 per cent, from January to July. The importance of Asia as a customer has also been growing: it now accounts for 8.7 per cent of German overseas sales compared with 5 per cent in 1970. Exports to the area rose by 19.1 per cent in 1976 and in the first seven months of this year maintained a 14.8 per cent growth.

But West Germany's most impressive export performance has been with the oil-producing nations. Since 1970 sales to these countries have increased by about 650 per cent. The proportion of German exports shipped to these markets has gone up from just 2.3 per cent in 1970 to the current 9.1 per cent. Sales have not been easy, particularly in view of the severely restricted transport systems in many Middle Eastern and African oil-producing nations, but Germany's success in the area has substantially offset the increased costs of its oil imports.

As can be expected sales expansion in this area has tailed off from 1974's heady growth rate of 76 per cent. In 1975, the increase was 60 per cent, while the 1976 rise was a more sedate 25 per cent. In the first half of the current year, however, exports to OPEC were

once again on the increase with a growth of 31 per cent.

This year some West German industrialists are expecting overseas sales to grow by about 9 per cent. A poll published by the Munich-based IFO Economics Institute last month indicated that industry feels that export growth is likely to exceed the increase in domestic turnover estimated at 6 per cent. Another report published in June by the DIW Institute in Berlin, however, estimated that exports were likely to rise by between 7 and 8 per cent—at about the same rate as that of world trade. The first seven months' figures tend to lend credence to the more pessimistic estimates.

Next year, according to the IFO poll, there is likely to be a slight slackening in the growth of sales abroad with exports rising by about 8 per cent. It is possible, however, that industrialists are feeling a little more confident as the oil took place before the September Government measures to stimulate the economy. Even so, growth prospects vary from sector to sector. The motor industry, for example, is expecting a slower rate of improvement in its foreign sales, whereas the engineering and electro-technical concerns are expecting a faster climb.



Cars awaiting export at Hamburg.

Guy Hawtix
Frankfurt Correspondent

High prices

On the debit side, however, it has tended to reduce German competitiveness in world markets. High prices, coupled with powerful competition from Japan, severely cut Volkswagen's share of the valuable U.S. small car market, for instance. The chemical concerns this year have reported that the continued appreciation of the D-mark, coupled with a flat market, has curbed demand for their West German products and

Foreign policy

CONTINUED FROM PREVIOUS PAGE

where Herr Brandt's initiatives to the East were followed by spectacular West German orders, there is now a much more sober view. Some large new deals with the Comecon countries are certainly expected, but West German companies are now less keen on the terms they are often obliged to accept, and have been forced to recognise the limitations on East European purchasing power imposed by hard currency shortages and heavy debts to the West.

If the political atmosphere has cleared somewhat in Bonn's relationship with the East, it has also definitely changed for the better in its dealings with President Carter. On a personal level Herr Schmidt and Mr. Carter got off to a bad start, not least because the Chancellor had been quoted as saying he would have preferred to see Gerald Ford win last year's Presidential election. Since Herr Schmidt's visit to Washington last summer, and still more after Mr. Carter's demonstrative support for Bonn in its recent terrorist ordeals, there has clearly been a welcome improvement.

On the level of policy too, much of the tension has gone out of the relationship between the two strongest members of the North Atlantic Alliance. West Germany is going ahead

with its sale of an entire nuclear industry, including "sensitive" fuel recycling technologies, to Brazil, but has joined other Western countries in setting strict limits on future sales. With the cooling of tempers all round, German doubts about the U.S. as a long-term supplier of uranium fuel for its nuclear power industry also appear to have been allayed.

International economic policy has provided another area of consistent disagreement between Bonn and Washington, with the Americans still apparently unconvinced by West Germany's contentions that it has contributed more to the world economy by maintaining domestic stability than it could do through inflationary attempts to boost demand. Bonn is ready to accept that much of the U.S. reproach to the hard-currency countries for not doing enough to lift the international economy is really directed at Japan.

Yet there is also considerable resentment at the failure not only of the Americans but of Germany's other partners to understand the impact on German exports of the 20 per cent rise in the DM in under two years, and there is outright concern at the inability of successive U.S. Administrations to get to grips with serious energy saving policies—the factor

which Germany sees as principally responsible for the slide of the dollar.

Meanwhile the seemingly unending wrangles over whether West Germany is doing its bit for the world economy has tended somewhat to obscure the increasing diplomatic role it is undertaking, both on economic and on broader issues. Herr Genscher's speech to the United Nations General Assembly at the end of September ranged over the now very broad range of international questions on which Bonn can no longer afford to appear meekly to follow the U.S. lead, even though its views are seldom at variance with those of its partners.

The Middle East is one case in point. A second is Southern Africa, where West Germany has readily gone along with the European code of conduct for companies operating in the Republic, as well as being one of the five Western Security Council members involved in the Namibia independence negotiations.

Herr Genscher himself has also recently been trying to reach out into other areas, making a whirlwind tour of South-East Asia, Japan and China earlier this month, though with reportedly disappointing results from his stay in Peking.

Of all the areas of foreign

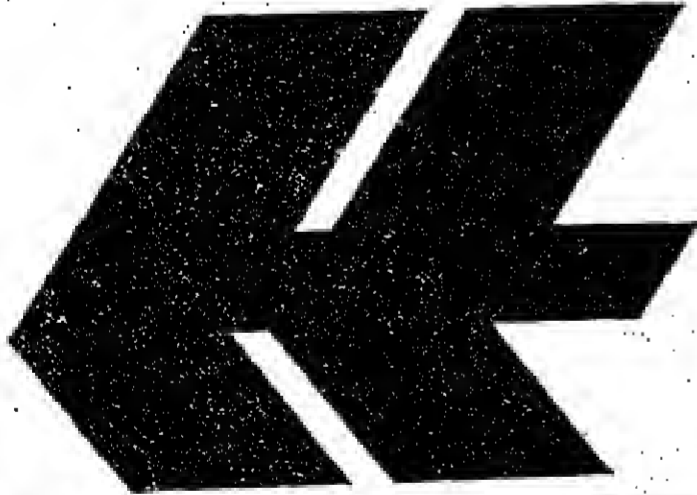
policy outside its traditional relationships with the European Community, Washington and Moscow, however, none is more important to West Germany at present than the North-South dialogue. It is no coincidence that Herr Brandt, although no longer a member of the Government, has agreed to chair the newly established commission, intended to give the process fresh thinking and greater political impact.

As Herr Genscher's UN speech indicated, West Germany's view of the "new international economic order" is that it must remain firmly within the bounds of the market economy, while still making possible a real transfer of resources and technology to the developing world. In practical terms that means for Bonn opening industrialised countries' markets to developing countries' manufactures, stabilising commodity prices and if necessary, setting up commodity agreements, and further increasing aid, which in the German case will amount to about DM3.8bn. in the 1978 budget year. On the multi-lateral side Bonn has pledged some DM2.5bn. to the International Monetary Fund's new "Witteveen facility." In which it will be the third largest contributor after Saudi Arabia and the U.S.

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WEST GERMANY VIII

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Banks face domestic criticism

WEST GERMANY'S universal bankers serve on the supervisory boards of many concerns in which there is no bank equity participation and play an important role in formulating or at least approving—corporate policy.

Part of the price they have had to pay for this substantial influence they exert over industry is that when a large industrial concern gets into trouble the banks are allowed little choice but to step in and pick up the pieces. The banks themselves tidied up after the Herstatt debacle and their work in the industrial arena is well-illustrated by the AEG-Telefunken rescue engineered by the late Herr Juergen Pootz, chief executive of the Dresdner Bank and one of the most impressive figures in post-war German banking.

In the short-term, these rescues are unattractive propositions and without the universal banking system it is hard to imagine that banks would be able to undertake them. As it is the banks' activities in other spheres usually enable them to meet the initial costs comfortably.

It is occasionally argued that these rescue operations are extremely attractive for banks which can afford to take a long view of things. Indeed, shares taken up by the banks—when it has to be emphasised, no other investor would be prepared to do so—have often turned out to be very good investments.

Complicated

But without wishing to preempt current investigations or prejudging the very complicated issues involved, the universal banking system has very positive advantages. Admittedly, the major banks' power has not always been used diplomatically, but without the system it is hard to believe that post-war German economic history would have been quite as impressive as it has been.

The universal banking system was not the inspiration of any one man or the result of a single period in history. It developed pragmatically, fulfilling varying needs. The vast industrial holdings, for instance, were not so much deliberately built up as forced upon them. The banks were left with large quantities of virtually valueless equities, lodged as security against advances, at the end of World War One and, again during the 1920's depression. The process repeated itself at the end of World War Two and the banks had little option but to try to rebuild the companies in order to protect their investment.

At the end of 1975 the nominal value of all German quoted shares outstanding was DM73.5bn. Of this, the West German banks directly owned shares worth a nominal DM3.5bn. However, the total nominal value of the shares controlled by the banks was DM42bn, as normally they see it as their duty to vote shares held by them for clients.

The control the banks exert on industry through the ownership and stewardship of equity is only a part of the picture. West Germany's Capital Assets Tax has encouraged the country's industry to fund itself through borrowings rather than by issuing equity, which, in view of the tax in perpetuity, can often be very expensive money indeed.

Naturally, companies rely on the banks to provide them with the cash to keep the wheels turning and, because of the high ratio of debt to equity, expect munity food imports amounts to understanding treatment when 7 per cent, to which is added the times as thin.

that the banks are, after all, profiting from their own enterprise and if they were not there to play Sir Galahad the Federal or State Governments would have to do the job themselves or face the consequences of letting the companies go to the wall. In West Germany, it is still the principle of government to stay as far away from industry as possible.

Another criticism levelled at the universal banks is that their control of the equity market has discouraged the small investor. This, of course, begs the point that very few people in countries outside the U.S. have done anything to encourage the small investor for a very long time. There are very few brokers in Britain willing to devote much time to servicing portfolios worth £5,000 or less.

However, many small investors choose to invest in industry through the shares of the banks themselves. Naturally, these do not tend to be speculative investors but rather people looking for a safe place to put their savings. The advantage of shares in the major banks is that their activities and sources of earnings are so diverse that profits rarely take a major beating, dividends compared with share prices are reasonable and capital growth prospects are good.

West Germans, it has to be admitted, are not the most enthusiastic of small investors. Interest in the country's unit trusts—most of them under the

wings of the banks—is increasing from a relatively low level, despite quite creditable performances over the past decade by many of the leading funds. Most Germans still prefer traditional savings accounts and certificates which pay certain but un spectacular rates of interest. Inflation has not reached levels where it might drive them to seek better paying alternatives.

Competition

On the question of competition, it has to be admitted that within the individual banking sectors it is not particularly strong. But there is very tough competition from sector to sector between the various types of banks.

There are three main banking systems in the Federal Republic and each operates on a universal basis, offering, with certain restrictions, the same services as its rivals. There are the commercial banks (including the regional and private banks), the savings bank Girozentrale sector and the co-operative bank/Zentralkasse network. These are supplemented by the wide-ranging activities of the Bundespost, the federal post office, which offers Eurocheques to customers as well as a very fast cash transfer system. It is not, however, allowed to grant overdrafts. Bundesbank figures at the beginning of this year indi-

calated that the balance sheet of the banking sector was DM1,577.5bn. Of commercial banking accounted for 80 per cent—nowhere near as high as Girozentrale and savings banks. While they are largely profit-oriented, commercial banks have been by having things all the way. They have been tough competition for public and co-operative for profit is not the motive. The Land whose job is to reduce excess liquidity of the banks and act as a house to the governments of federal states, have been crowding successfully commercial bank territory. They are very large indeed—the biggest come in size to the Deutsche large commercial and have very sub muscles to flex. Recent have been moving into international field in collion with their com rivals. While not all of ventures have been a success, they are fast up a body of expertise, by judicious poaching of commercial banks' staff are certain to become a force in the market in far distant future.

Protected farming confounds the CAP

IF THE principles of the Common Agricultural Policy (CAP) had been applied to West German farming from the inception of the European Community, the whole face of rural Germany would have suffered a revolution. The multiplicity of small farms would have been replaced by very much larger units able to withstand the competition from the lower cost enterprises in France, the Netherlands and now Britain, Ireland and Denmark. The rural communities would have had to find employment in the towns and possibly the whole political spectrum of the country could have changed in consequence.

But there has been no competition. Since 1969 West German farm prices have been protected by the Monetary Compensatory Amounts (MCAs) which have acted as a protective tariff against Community imports, while at the same time subsidising the exports of German produce to some other member countries, including Britain. The reason for the MCA has been to protect German farmers from the effects of the revaluation of the D-mark, and it is almost certain that had there not been such an excuse some other means would have been found to protect their essential well-being.

The present MCA on Community food imports amounts to 7 per cent, to which is added the times as thin. In return, differential according to the

Green rate of the exporting country. For instance, in the case of the U.K. the total MCA against exports to Germany would amount to about 40 per cent. By the same token German beef when exported to Britain can carry a subsidy of the same amount. Until these monetary confusions can be rectified, there can be no real CAP.

Pioneers

Technically German farming is well up to the best European standards. Yields of crops and stock are good, and the country is more than 70 per cent self-sufficient in temperate foodstuffs. Indeed some of the larger farms, particularly in Schleswig-Holstein, are pioneers in crop production and an example to all Europe.

The interesting thing is that these new systems, particularly for arable farming, are replicated on many of the smallest and fragmented of farms, so that there is no element of peasant farming such as still to be found in parts of France's Massif Centrale or in Italy. Everyone uses the latest machinery and methods, and the only difference between a 1,000-acre farm in the north and a 10-acre holding in say, Baden-Württemberg is that the latter is, in terms of the use of labour and mechanical resources hopelessly inefficient.

In most European countries since the war policy has been to get rid of uneconomic farmers by pensioning them off or retraining those displaced to work in industry, while at the same time, enlarging the farms of the remainder so that they can become viable. In most countries this has meant a drift away from the land and into the towns. But in Germany there has been no such drift. Instead, as a deliberate policy, industry has been taken to the countryside in a big way. Part-time farming has been encouraged and in most areas there is work available for the rural population within reach of their homes. Something like two-thirds of the farming population are part-timers.

Although considerable efforts have been made in restructuring fragmented farms, together with a refusal of State aid to those which cannot produce at least a minimum income (at present about £2,000 a year equivalent), German farmers still cling to their land and look like doing so for a long time yet.

Dividends

This policy has paid dividends during the current recession. As unemployed part-time farmer has at least something to do while idle. He has roots and possessions that are denied an urban artisan, and thus be less inclined to go in

for radical political change. rural vote is possibly a sive factor in some Länder no German Government is likely to antagonise it just for sake of principles laid down the Treaty of Rome. Dr. Ertl, the Minister of culture, at one time a critic of the CAP, re defended it before a GG audience by pointing out although Germany, through CAP, might have to pay up the bill for the French Italian wine lakes, these rries had provided a rich ket for German industrial ducts. He might have added that FEOPA, the Agricul Fund, would have to pick the tab for the disposal of man surpluses, which instances were considerable.

At the end of Sept there were in West Germany a minimum income (at present about £2,000 a year equivalent), German farmers still cling to their land and look like doing so for a long time yet. 40 per cent of the beef, postine of these, either the Community or to countries, will be a considerable drain on FEOPA. It is always clear if these stori originate within the Fe Republic or are imported, other member countries be of monetary advantages, he great bulk of them are bell in be of domestic origin.

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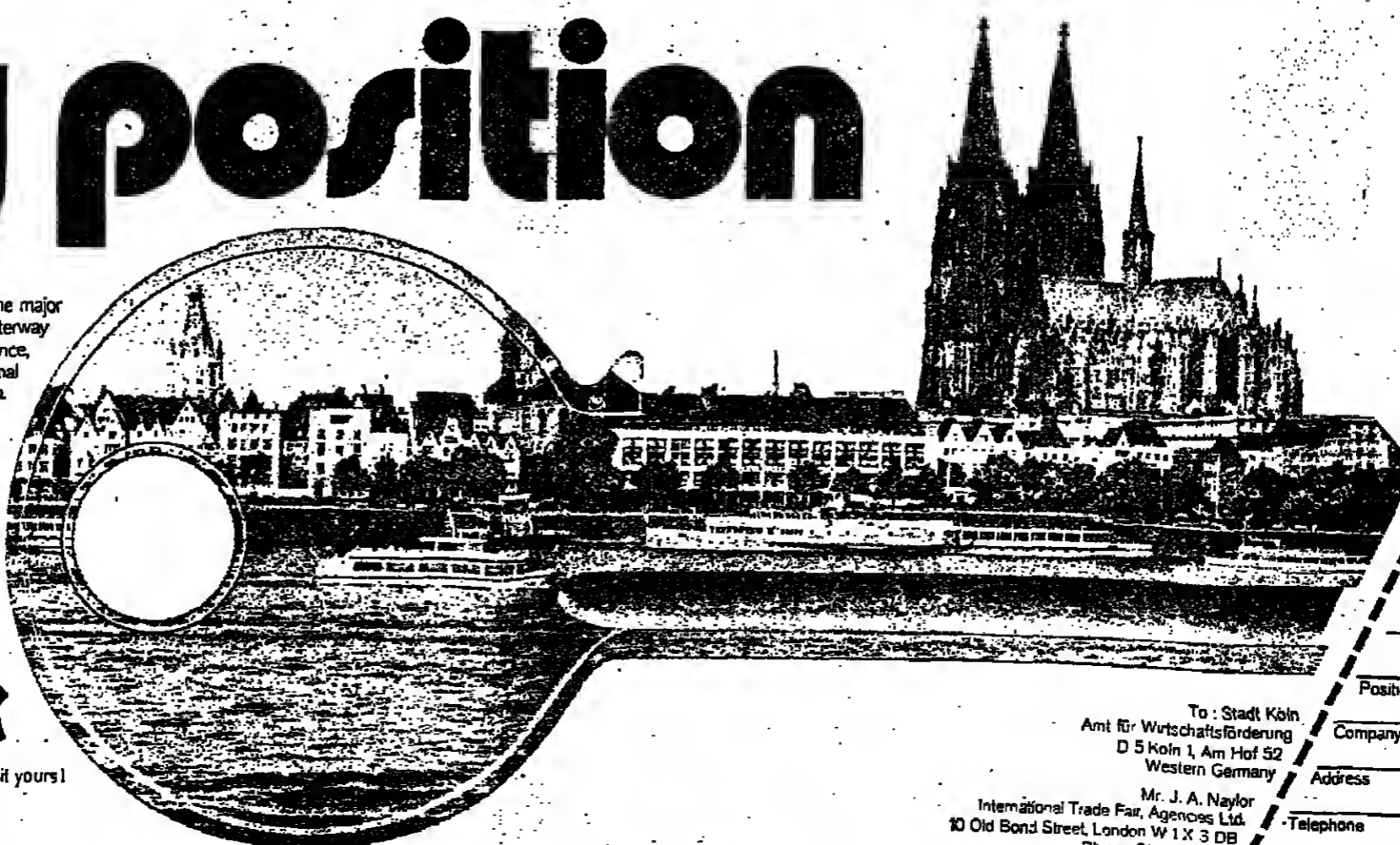
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WEST GERMANY IX

Stock market sure but unexciting

restic

IN THE West German stock market 1976 was the year of recovery from oil-shock despondency; 1976 was the year when the market sagged because the economic recovery did the same; 1977 was the year when both the economy and the stock market plodded onwards and upwards resigned to the thought that the old pattern of full-blooded economic upturn appeared to have faded. As this survey went to press the Commerzbank index was standing at 790, about 8 per cent. up on the year, but still short of the 900 barrier that was breached for the first and only time in late 1969.

This performance was not a major surprise to the market's participants. At the turn of the year investment managers were already infected by the general atmosphere of doubt that has suffused Germany's industrial and financial circles for most of this year. They were saying that there was a thirsty stretch ahead and that things would only gradually come right for the German market. They have been proved right, for it was only after the Government's economic package

Despondency

But though the market's performance was in keeping with the general air of economic despondency, it was nevertheless a particular source of disappointment in 1977. For this was the year when the market was supposed to benefit from, or at least discount, the first fruits of a reform of corporation tax whose main purpose was to restore German industry's willingness to finance itself through the issue of shares, rather than with debt, and to restore the public's will to buy those shares. Foreigners tend to forget what an underdeveloped stock market West Germany has. There are only 460 companies

quoted on the eight West German bourses, compared with around 2,700 quoted on the U.K. stock exchanges. German stock analysts say that of these companies only 20 account for about two thirds of the trading volume. The stock turnover of all the German bourses is only two thirds that of London in cash terms and one tenth that of New York Stock Exchange, despite the fact that the German economy is one quarter the size of that of the U.S. What is more, the number of German companies quoted on the German bourses has dropped so far this decade from about 600 to its present level, and during that time only two companies of any moment have come to the market in a country where powerful private companies are not difficult to find.

Through years of economic well-being the stock market has been largely ignored by German industry as an avenue to long-term finance. The result today is a high average level of financial gearing in industry which does not give companies the financial cushion they need to survive and adapt to a time of

prolonged recession. The share capital plus reserves of the average AG (Aktiengesellschaft) now account for just 30 per cent. of balance sheet total, compared with 43 per cent. in 1954.

There are a number of reasons for this state of affairs. The German economic reconstruction took place on the basis of bank finance, and once industry was clearly on the road to success there was little incentive to change this basis. The German public, according to the German bankers, tend to shy away from speculative investment and regard the ups and downs of a stock market with mistrust. The IOS story in the late 1960s did little to dispel these reservations. The rules of German stock exchanges demand that a company must have been in business at least five years and must have equity capital of at least DM250,000 before it can be listed. So the rich German public is not able to be a source of venture capital except in a private company.

But the reason that is most often cited is the tax system that has now been changed. The old system involved double taxation—corporate and personal—of distributed profit. This meant that fixed interest financing was generally cheaper to the company than equity financing. The Bonn Government grew concerned about German industry's shrinking equity base and decided to remove this disincentive. Unfortunately it did so with a complicated tax rebate scheme that has probably made shares an even more mysterious investment for the man in the street than they were before. The scheme also produced no effective yield increase for foreign investors, some of whom are much more disposed towards share investment than the German investor.

John Cherrington

said to be only about 40 stocks with sufficient liquidity to interest the institutional investor. It is also difficult for an institutional fund manager to find stocks that will move against the market tide. The reason may be that it is difficult to find stocks that represent new trends or technologies: such companies tend to be parts of much larger companies. Siemens, for example, is one stock through which the German portfolio manager can buy German advanced technology. But it is said that most funds are just about evenly invested in Siemens as they can sensibly be.

The slack state of German industrial investment that has been characteristic this year has not encouraged German corporations to come to the equity market even if it were now theoretically more attractive to do so. Rights issues in the first half of this year were running at a level far below that of 1976, which was in turn a poor year for such issues when compared with 1975. There was a bit of a pick up in the third quarter, but it is clear that the total for the year will remain low.

Optimistic

The market's performance since late summer does, however, suggest that a more optimistic tone is creeping into Frankfurt's assessment of the future. The consumer spending statistics have been looking better of late and this provides an underpinning for a market that has, over the last three years, reflected Germany's economic hopes and disappointments very faithfully. Thanks to the tax reform the situation has now been reached where the yield on shares and the yield on stocks are about even at around 6 per cent. This parity makes German shares a sure if unexciting investment for the coming year.

Nicholas Colchester



Trading in progress in the Frankfurt Stock Exchange.

Farming

CONTINUED FROM PREVIOUS PAGE

The existence of these large and growing stocks is a measure of the technical excellence of German farming, and also a reflection of the quality of German soil. It is, I think, certainly far superior to that of the U.K., because with the same overall land area West Germany has some 6m. more acres of first-class arable. In terms of livestock production too—that is, dairy products and meat—German farmers use a much lower proportion of imported feed and more local fodder than Britain's.

The implications of this are most important for the future of the EEC, and the CAP in particular. Some member countries had expected that Germany would, like Britain in the 19th century, provide a market for their exports of food while remaining the workshop of Europe. But this does not look like happening for a long time, if ever. Even if monetary unity could by some miracle come about, there would still be the problem of persuading the German farmers to accept

common prices and dutifully to fade away into industry.

Nor if they did give up would it be the end of the matter. All agricultural history has shown that while lower prices do discourage production in the short-term, they can also stimulate it, as farmers reduce their unit costs by increasing output. Streamlining agriculture would be likely to increase Germany's degree of self-sufficiency even more, and so perpetuate the problem.

John Cherrington

ming CAP

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WEST GERMANY X

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A Hamburg dry dock.

Shipyards fast running out of orders

FOR WEST German shipbuilders, another lean year is drawing towards its close. Little prospect that the following one will be much better. Few of them would disagree to overcome. In the first half of this year, West Germany's share of total newly ordered tonnage of 6.8m. fell to barely 3 per cent. compared with the end of the summer as "living from hand to mouth."

The industry's woes are familiar enough in its competitors in Britain, or indeed in any of the older shipbuilding nations; capacity that was in-

creased too far, too fast during part of an absolute drop in the West German shipbuilding industry's workload. However, that has been so sharp as to lead the shipbuilding industry federation to pose the blunt question in its last annual report of whether the industry can survive at all unless conditions improve. At the very least, according to the Federation, many of the 74,000 jobs in West German shipyards are likely to be lost unless the constant decline in orders is reversed. That point has not yet been reached, but the most recent statistics suggest it may not be far off. During the first half of 1977 the industry delivered 97 new vessels, with a total tonnage of 955,725 tonnes and worth DM2,855m. (£710,000). During the same period, however, new orders were received for only 85 ships, totalling 189,456 tonnes and worth DM900m. The total order book stood at about 1.8m. tons worth DM.6bn. In the middle of the year, capacity use is expected to reach only 70 per cent. this year and, according to the Federation, could fall still lower in 1978.

Lucky

The sharp contraction in activity that all these statistics illustrate is, moreover, taking place within an industry that has already gone through a considerable amount of rationalisation, forward-looking investment and consolidation in recent years. Until a few months ago, German shipbuilders could reassure themselves with the reflection that this process, painful enough in itself, would protect them because of the degree of specialisation in high-value ship types they had been able to introduce. This has been partly true. The West German yards did not go all out for super-tankers, but concentrated also on other specialised types of vessel such as container ships and roll-off carriers. Even those yards which invested heavily in super-tanker capacity have managed to turn the flexibility needed to turn to other types of work — and have counted themselves lucky to get anything.

Some shipbuilders, such as the Krupp-owned Bremen yard, AG-Weser, express qualified optimism that they can survive a dry stretch without mass layoffs. Others warn of short-time working within a few months, with the clear danger of large scale redundancies looming. Such a situation both the West German Federal Government and the federal states in which the shipyards are situated would find themselves under huge pressure to help out.

For the time being, however, Bonn is putting its faith in more indirect methods of keeping the shipbuilders afloat. First, there is the continuing attempt through the OECD to force Japan to yield up more of its market to other countries, and to strengthen the code of behaviour embodied in the OECD minimum credit agreement. West German officials strongly support the agreement and would like both to see its terms extended among OECD member states and to bring in such non-OECD competitors as South Korea or Brazil.

Second, the Federal Government is doing what it can to bring the shipyards more work — although it has received more grumbles than thanks for its efforts so far. One measure has been the acceleration of the naval warship programme. Another has been the tacit abandonment of an old principle of West German economic aid to the Third World — that of avoiding linking largesse with orders for West German industry. During 1976 DM172m. out of the development aid budget was channelled back to West German shipyards as part of total orders from recipient countries worth DM389m. About DM130m. out of the current year's aid budget is expected to find its way back in the same fashion.

A further DM540m. is likely to be pumped into the West German shipbuilding industry through the development aid mechanism. This is the sum originally set aside for subsidising shipbuilding export credits. Interest rates to bring them down to the OECD minimum levels. Now that international interest rates have fallen close to this 8 per cent. a year range, Bonn is looking for another way to use the money to help its shipyards consistent with the AG-Weser, express qualified

Logic

The West German shipyards, no less than others, have been driven away from Germany by the logic of the marketplace. High wages have had some part in it, but more important has been the remorseless upward movement of the Deutschemark, the widespread belief that will continue rising against other currencies. No shipyard contemplating placing an order this far into the interval between deliveries — and it is often long — precisely the types of vessel in which the yards have sought to excel.

Perhaps more important, West German shipowners, is uncertainly that hangs over their business. Although 11th among the world's merchant fleets, West Germany's fourth largest in the number of container vessels and is overwhelmingly modern, with less than ten years' old. Yet it is being faced with even harsher competition from European fleets — against which shipowners are demanding concerted action by West German governments. And still more daunting, it has to recognise the possibility of a further slowdown in the growth of world trade. In spite of the urging of both the Government and the shipbuilders that it should invest more, the shipping industry has had a difficult time in the last few years and does not show any signs of being about to go on spending spree now.

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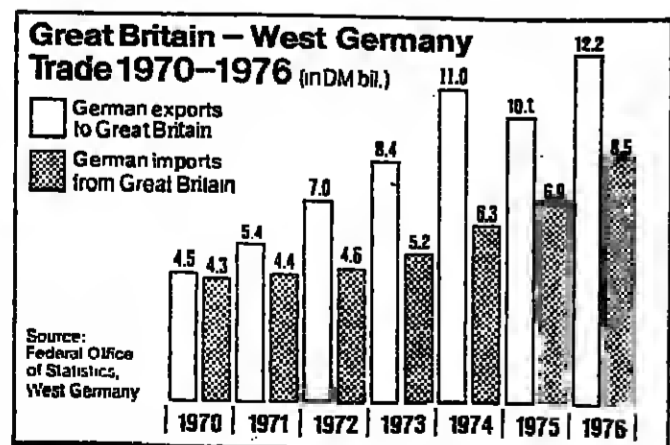
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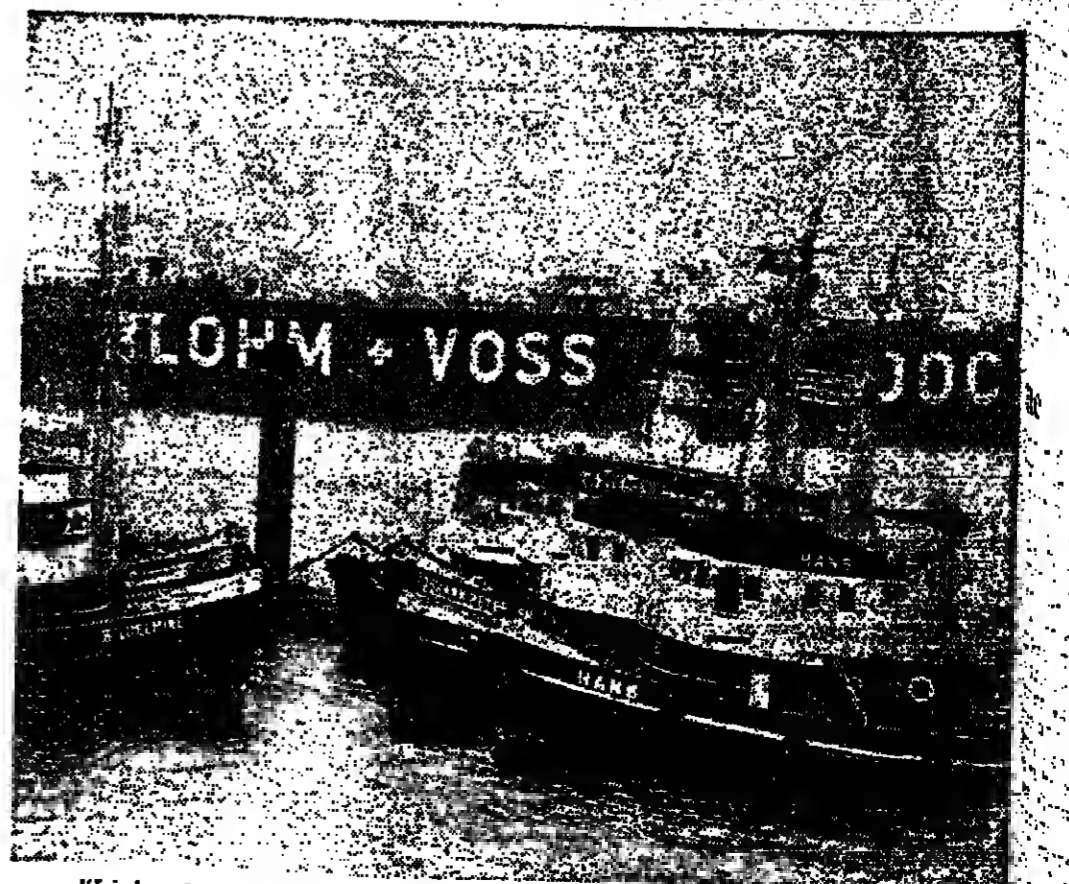
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"Living from hand to mouth": A Blohm und Voss dock in Hamburg.

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WEST GERMANY XI

Nuclear plans delayed by opposition groups

ANALYSIS of the opposition to nuclear energy in West Germany was offered by an executive of Kraftwerk Union at the Bonn conference on nuclear power held last month. Dr. Werner Kuster, senior official responsible for nuclear energy, at the Bonn conference in May, said that the commercial introduction of nuclear power into the electricity market started less than 20 years ago and the delays we are facing at the moment amount to a period of only two or three years, a comparatively small figure, taking into account the importance of this source of energy.

only 450MW, where 6,000-7,000 depressed domestic demand, because of large nuclear export orders won in Brazil and Iran, amounting to DM9,700m.

The engineering policy of leaving the successful and proven portions of nuclear design unchanged is also being applied to nuclear policy-making. The Government believes that its practice of funding reactor development, only until it reaches the development stage, and handing responsibility to private industry, has paid off handsomely. It plans to follow the same practice for the "back end" of the nuclear fuel cycle.

Reprocessing

Costs of research on reprocessing up to the pilot-plant stage have been borne by the Government. But the next step, construction and operation of commercial reprocessing and associated facilities, will be the responsibility of industry — under the Government's supervision. And the customers — the electrical utilities — will bear the cost.

The Government is planning a single full cycle centre, combining on the same site the various stages of the fuel cycle: storage of spent fuel, reprocessing, waste treatment, ultimate disposal of the high-level radioactive waste, and refabrication of reclaimed uranium and plutonium into new fuel elements. Outlining this plan before the general conference of the International Atomic Energy Agency in Vienna last month, Dr. Hans Haunschild, the German delegate, said that detailed studies had shown that Germany, densely populated and short of resources, "cannot renounce reprocessing and the use of plutonium as fuel." The plan was both ecologically sound and a rational use of raw materials, he asserted.

and commercialisation of the sodium-cooled fast breeder reactor, fuelled by plutonium. Belgium and Holland, Germany's partners in the construction of the SNR 300 prototype fast breeder at Kalkar, are joining the new club. Features of the agreement include a research and development interchange, and a joint Franco-German company called Sirena to market commercial fast reactors, shareholdings in which are 51 per cent. French and 49 per cent. German.

Germany, like other nations with ambitious plans for commercialising reprocessing and fast breeder reactors, has come under considerable pressure from the U.S. Government and its new anti-proliferation policy this summer. Its view was summed up bluntly in Salzburg by Dr. Schmidt-Kuster. Germany was fully aware of the problems, he said. It had carefully weighed all the factors relating to closing the back end of the fuel cycle. Other countries faced with a different set of conditions might come to different conclusions, but for Germany there was no alternative but to continue with its present plans.

Like Capenburst, the Almelo enrichment plant is a \$55m. investment in 200 tonnes of capacity. Just over 50 tonnes have already been commissioned, in the form of individual gas centrifuges assembled both at Almelo itself and in Munich. These are supercritical machines, all of the same design, having roughly twice the enrichment capacity of the British centrifuges. Like Capenburst, this plant is now scheduled to be completed by the end of 1978.

This summer Germany concluded another important international agreement in advanced nuclear technology, in the shape of a bilateral co-operation with France for the development

he oil price increases later year, and consequent rise of interest in energy conservation, has inevitably lifted these forecasts. Earlier year the Bonn Government set its figures on the assumption that energy demand in 1985 would be about 10 per cent. lower than the 1973 total.

Delays

lore significantly, however, could no longer rely on nuclear energy to meet most of the growth. Delays in build-up and hold-ups in operating nuclear plants, together with spirited opposition to plans for closing the fuel cycle in Germany, forced the government to a conclusion that it simply could not achieve the installed capacity originally forecast. But it warned that Germany could still meet its energy needs if the planned nuclear capacity fell short of 30,000 MW by that year.

Just how serious the hold-up is, is illustrated by a statement made when the annual report of Kraftwerk Union was issued in June. Of the ten nuclear power contracts in Germany won by KWU in 1974 and 1975, work could proceed on only two. Opposition was not so strong to nuclear construction but all kinds of power stations, as a result, orders for turbo-generators sets for German utilities last year amounted to

the product of 15 years of development, in close collaboration with German utilities, to a point where according to Nuclear Engineering International more than 75 per cent. of standard specification is accepted by all German customers. Several of the biggest nuclear stations (1,200-1,300 MW) currently under construction in Germany have few or no differences in design. The development philosophy has been to leave unchanged those features already proven in service—in some cases features to be found in the first PWR Siemens ever built.

The BWR—originally licensed by AEG, formerly Siemens partner in KWU—has not proved so successful. But orders total about the same as for PWRs and the company is confident it can work its way through the engineering problems. The first big BWR (1,300 MW) is scheduled to come on-line in 1979.

KWU, set up in 1969, declared its first profit in 1976—DM41.6m. before tax, on a turnover of DM4,500m. The value of orders booked in 1976 was DM12,100m.—high, in spite of the severely

Germany hopes to have a 1,500-tonnes-a-year reprocessing plant—enough to serve 50,000 MW of nuclear power—in operation by the late 1980s, based on its own experience with the WAK pilot plant at Karlsruhe, its long involvement with Eurochemic's facility, and its partnership in United Reprocessors, the Anglo-French-German reprocessing group. One of the achievements of this international nuclear club is a free interchange of technology on the back end of the fuel cycle.

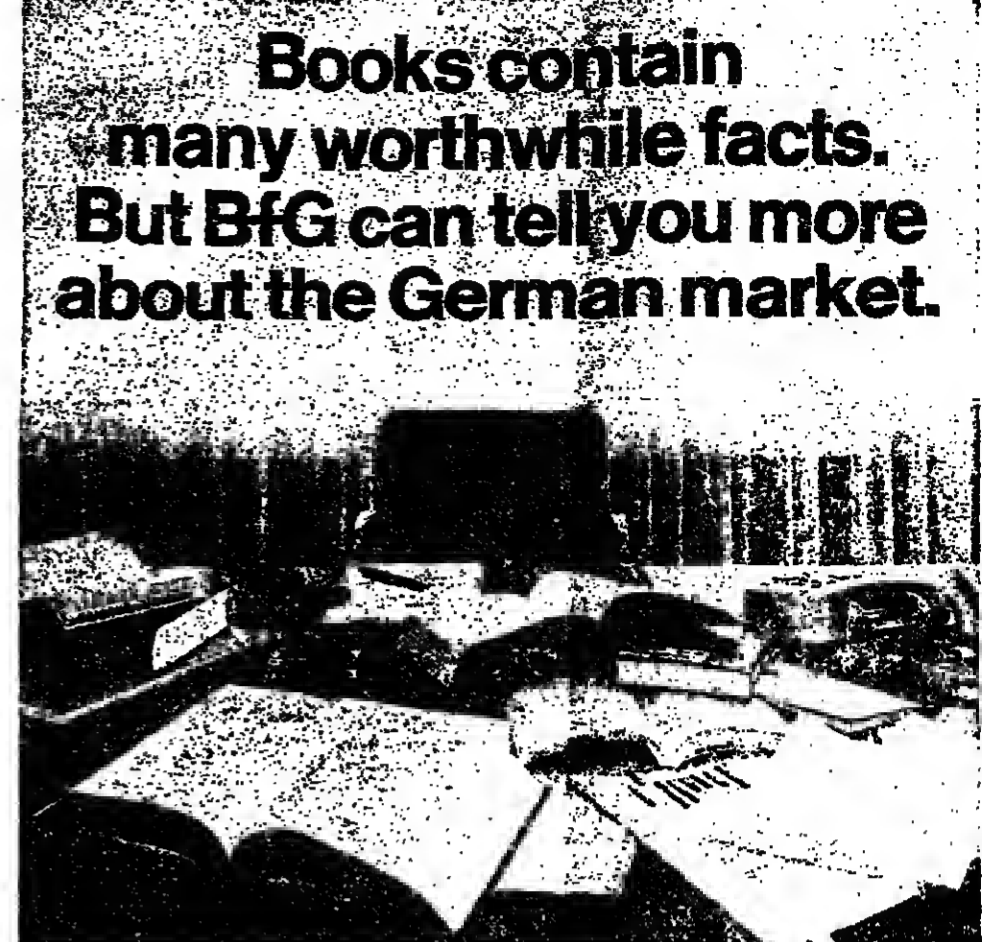
One of Germany's proudest and technically most original achievements in the nuclear field is being unveiled this

week, in the shape of its contribution to another tripartite European partnership, the Anglo-Dutch-German enrichment company, Urenco. The gas centrifuges being installed at the Almelo plant of Urenco are basically of German design, by MAN in Munich, with a Dutch contribution in such areas as bearing design and the science of rotor dynamics. German thinking has also deeply influenced Britain's ideas on the centrifuge, as exemplified in Urenco's other factory at Capenburst.

and commercialisation of the sodium-cooled fast breeder reactor, fuelled by plutonium. Belgium and Holland, Germany's partners in the construction of the SNR 300 prototype fast breeder at Kalkar, are joining the new club. Features of the agreement include a research and development interchange, and a joint Franco-German company called Sirena to market commercial fast reactors, shareholdings in which are 51 per cent. French and 49 per cent. German.

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David Fishlock
Science Editor



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Electricals aim abroad

THE WEST GERMAN electrical industry predicted fairly modest growth this year. It was expected to be cautious. The growth of the domestic economy was seen to fall well below the expectations of the Government and most economic institutes at the end of 1976. In that context, a familiar trend has intensified: the forgoing of foreign business to concentrate on a flagging domestic market.

Last year sales rose by 11.2 per cent. (5.7 per cent. in real terms) to DM2,829bn.—making electricals the third biggest industrial sector in West Germany in turnover terms after mechanical engineering and chemicals. Of that total, DM25.3bn. went to export—a rise of no less than 21.3 per cent. against 1975. The export quota (exports as a percentage of production) has risen from 23 per cent. in 1960 to 43 per cent. last year.

Extreme

Results for the first half year by the country's second biggest electrical concern, AEG Telefunken, show an extreme example of this trend. While domestic turnover was actually down by 4 per cent. to DM3,380bn.—foreign sales rose by 14 per cent. to DM2,980bn. Thus foreign business now accounts for 47 per cent. of turnover against 43 per cent. last year and only 30 per cent. five years ago.

Foreign sales by Siemens, the biggest West German electrical company, already accounted for more than half last year's turnover of DM3,070bn. The proportion is likely to be higher again this year after figures for the first nine months showing domestic sales rising by 6 per cent. and

foreign sales by 11 per cent. Given this trend, intensified West German efforts were to be expected to break into the U.S. market—which accounts for more than one quarter of the world market. This is happening.

Early this month Siemens announced it was founding a joint enterprise with Advanced Micro Devices of California to produce and sell microcomputer systems worldwide. The relevant software and support systems are to be included. Siemens has a 60 per cent. stake in the new company and is taking a 17 per cent. stake in AMD itself for \$22.5m.

This move goes well beyond Siemens existing level of co-operation with another U.S. microelectronics concern, Intel. And it emphasises the particular importance of Siemens in attaching its U.S. position but to microelectronics in particular. It feels success here will be crucial for the further development of its product range in other sectors. This in turn is linked to the company's efforts to get into profitability and increase its market share against the massive American competition in the computer sector. To this end, Siemens has reorganised its activities—shaken off the collapse of the European venture Unidata—computer produced a new division "data and information systems" with a new manager.

At least as significant in its drive for the U.S. market was Siemens' announcement in July that it was setting up a joint company with Allis Chalmers of Milwaukee to produce power engineering equipment. The special importance of this is

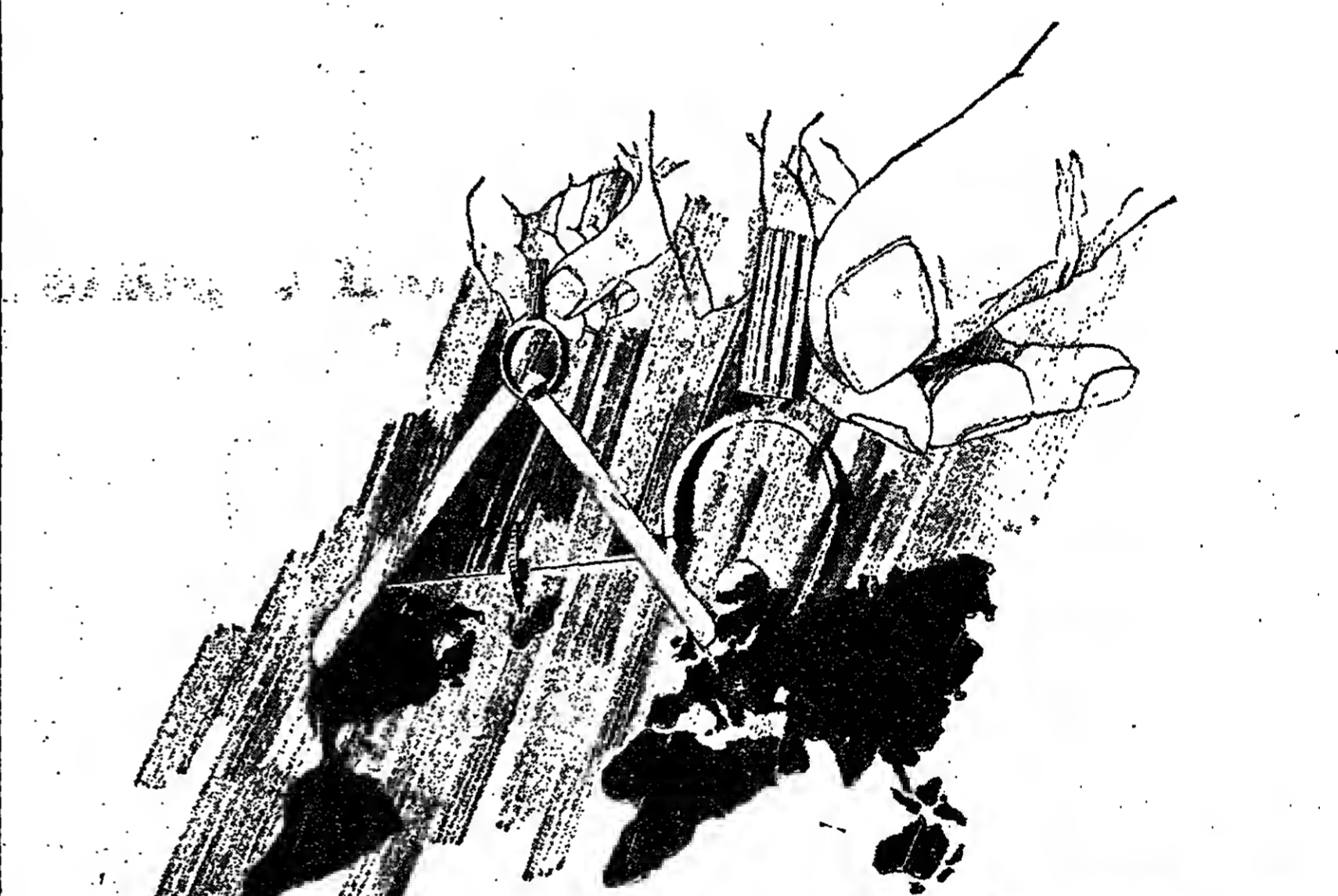
twofold. First it is hard to export heavy electrical products from Europe to the U.S. Second, power engineering is much the biggest single sector of Siemens' activities, accounting for 31 per cent. of sales last year. Thus on the one hand it will be tapping the U.S. market in a sector in which it is already powerful and proven. On the other it is seeking to build up its position in a field where it still has a long way to go.

Consolidation

AEG-Telefunken is in a rather different position. Its biggest single sector of activity is consumer goods, accounting for 35 per cent. of sales. It has been able to increase its foreign business substantially. But prospects for overseas acquisitions must depend on how well the company can continue the consolidation of its affairs begun in 1976 and continued in 1977 after two years of losses.

Siemens and AEG are the giants. But there are giant killers among the West German electrical companies—not only eyeing the U.S. market but doing something about it. One of the most vigorous is the privately controlled Nixdorf Computer Company of Paderborn. In May it announced it had taken control of the American firm Entrex, of Massachusetts, for \$22m., thus markedly strengthening its presence on the U.S. scene. It hopes for sales of around \$100m. in the U.S. in 1980. Ambitions it may be but that is its goal—but the parent company is remarkably buoyant, registering a rise in orders in the first half of this year of more than one-fifth.

J.C.



International

WestLB is just as international as your business

As you've probably noticed, most banks claim to be international. But one of the important questions you should ask yourself before choosing your international banking partner is: "How international does my bank have to be?"

It's not just a matter of a few more branches or representative offices here and there, or of an extra few hundred correspondents. It's international experience in the right fields at the right places that counts. WestLB has a great deal of it.

After all, it's the Banker of many of Germany's world-renowned Ruhr industries. In this bustling region, WestLB has grown into one of Europe's largest banks and it ranks among the top twenty in the world. Its experience in export and import financing is the solid cornerstone of its world-wide capacity.

In addition to this traditional international trade financing, WestLB's extensive sources of funds have made it a major force in the international issue business, Eurocurrency credits and project financing. A balance sheet total of close on DM 68,000 million reflects the financial capacity of the Bank. Backed by the State and the regional Sparkassen organization, it encompasses more than 200 regional universal banks (Sparkassen) with their own combined balance sheet total exceeding DM 100 billion.

The rapidly expanding international requirements of WestLB's customers have spawned a world-wide network of offices, subsidiaries, participations and correspondents, as well as membership in the illustrious Union Banking Group.

Each of these international points of contact — staffed by experienced bankers — provides access to WestLB's universal banking know-how and highly developed specialized facilities.

Thus, for instance, WestLB through its London Branch and WestLB International in Luxembourg concentrates on Euro-finance to first-class risks, with Libra Bank Ltd. providing finance in Latin America. In other financial centres such as New York, Beirut and Tokyo, WestLB is represented by highly versed staff members.

But these are just a few examples of WestLB's international capacity. In fact, if it's a question of international presence, WestLB can serve you wherever it matters: directly or in partnership with others.

However, WestLB's world-wide activity is only one reason for considering it as your banking partner. There are other very important questions you must ask yourself before making a final choice. "Is the bank absolutely secure?" "Does it have the necessary experience?" "Is it efficient?" Get the full answers to these questions and find out about our specialized services: contact us directly or ask your local bankers to put you in touch with us.

WestLB

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WEST GERMANY XII

On this and the opposite page Jonathan Carr profiles a dozen leading figures in German industry, banking, publishing and the arts.

Organization of the Sparkassen, Landesbanken/Girozentralen in the Federal Republic of Germany



Public Savings Banks

The German savings banks (Sparkassen) are legally and economically independent credit institutions. They are communal savings banks operated under public law. The business of a savings bank is directed by its managing board. Their tasks and activities are laid down in the articles, which allow the savings banks to do all usual banking business for their customers. Transactions for their own account are subject to some limitations to secure the deposits, e.g. savings banks are not allowed to acquire securities out of their own funds.

The savings banks offer all services of a modern banking institution. Their services are available to every private individual, every business enterprise and every local authority. The following are the most important forms of business transacted: the acceptance of all types of deposits, credit business of all kinds, encouragement of the acquisition of personal property, settlement of cashless payment transactions and all other types of banking services, e.g. transfers to payees in Germany and abroad, collection of debts, bills and end receipts, execution of cheque transactions and issue of cheque cards, purchase and sale of foreign currency and travellers' payment certificates for the need of customers in the field of foreign trade transactions.

At the end of 1978 there existed in Western Germany 650 savings banks head offices with more than 16,000 branches.

Savings Banks Associations

The savings banks of each federal state are united in regional Savings Banks Associations. The tasks of the regional Savings Banks Associations are, among other things, to represent the common interests of the savings banks; to offer information and advice to the members of the Associations in all matters of savings banking; to train staff members of the savings banks and to further their professional education; to examine the handling of business and the balance sheets of the member savings banks. At the head of the regional Savings Banks Associations is the Deutsche Sparkassen- und Giroverband in Bonn (German Savings Banks Association). It is the centralised representative of savings bank interests and corresponds to the savings banks associations on the regional level. It is the spokesman of the savings bank system in the public sphere and also to the Federal Government and parliament. Through its board and committees it influences the co-ordination of the savings banks and Landesbanken/Girozentralen, which are also its members.

Landesbanken und Girozentralen

The 12 Landesbanken and Girozentralen in the Federal Republic of Germany are operating under public law. Like the savings banks, the business is directed by a managing board and the general management is supervised by the board of administration.

The Landesbanken and Girozentralen are the central banks of the savings banks. They act as clearing houses for the savings banks' national cashless payments. They hold the liquid reserves of the savings banks within their area of activity and effect the regional balancing of funds among the savings banks. Moreover, the Landesbanken and Girozentralen transact all customary banking business, e.g. granting short, medium and long-term loans to industry, commerce, trade and public authorities; in many cases they provide loans jointly with the local savings banks.

The Landesbanken and Girozentralen are entitled to make issues. They issue mortgage and municipal bonds. In addition to security and stock exchange dealings the services provided by the Landesbanken and Girozentralen include

foreign business in all its fields. To an increasing extent the Landesbanken and Girozentralen participate in international money and capital transactions, and, in particular, in the business of international financing.

The Landesbanken and Girozentralen assist the savings banks in their foreign business, for which purpose the maintaining of relations with foreign banks is of particular importance. On the other hand, the extensive network of branches of the German savings banks organization is utilised by foreign banks through the Landesbanken and Girozentralen.

The standard DM travellers' cheques of the German savings banks organization issued by the Landesbanken and Girozentralen and the savings banks show as drawee, Deutsche Girozentralen-Deutsche Kommunalbank, Berlin and Frankfurt am Main.

Building Societies

Along with the savings banks and the Landesbanken/Girozentralen there is a third group constituted by the 13 public building societies. These are institutions specialized in housing finance. Contractual savers with these building societies form their own capital which benefits in Germany from State premiums or tax relief. The building societies grant loans to their customers at favourable rates of interest with which to finance the building or purchase of their own home and land.

Deposits and basic Capital Resources

In the Federal Republic there is a well-balanced structure of private commercial banks, co-operative banks and credit institutions operating under public law, with special and general functions. The biggest group among the credit institutions operating under public law is that of the savings banks (Sparkassen) and of the Landesbanken/Girozentralen. Every single deposit in these institutions is fully backed by public guarantee. The guarantor for the savings banks is the respective local administration. The deposits of the Landesbanken/Girozentralen are guaranteed by their owners, who are usually the executive of the respective Lands of the Federal Republic and the respective savings banks.

The sources upon which the savings banks draw to set up their own capital is their net profit, after deduction of tax. The Landesbanken and Girozentralen draw their basic capital resources from the allocation of their profits to reserves and from the allocation of the guarantors, i.e. of the respective State Governments and of the regional Savings Banks Associations in those Lands of the Federal Republic. While the private banks are able to set up their own capital in different ways (issuing of new shares, participations) the savings banks are prohibited by law from doing so. The basic capital resources of the Landesbanken/Girozentralen and of the savings banks are modest in comparison with that of the private banks.

But this is not detrimental to their business transactions because the guarantee provided by the cities, communities and states have a net worth function which cover the liabilities of the Landesbanken/Girozentralen and savings banks.

DEUTSCHER SPARKASSEN- UND GIROVERBAND
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ANKK SAKKOWITZ STRAZKOVIA MONTGOMERY TOBOMTO HAITREAL

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Hans Friderichs
Otmar Emminger

TWO BANKERS—one starting what seems bound to be a controversial career, the other nearing the end of a distinguished one. Soma would complain that Herr Friderichs is not a banker. They are right. He joins the Board of the Dresdner, the country's second largest bank, only in January and will become Board "spokesman" (chief executive) a few months later. Others say that for all the qualities he displayed as Economics Minister in Bonn, Herr Friderichs will not make a banker. They are almost certainly underestimating their man. He has had a zig-zag career to the top, several times making a change of course which for others might have proved fatal. As a student he was attached to the Christian Democrat (CDU) youth movement, found it out to his taste and switched to the liberal Free Democrats (FDP). In Bonn in the mid-1960s he was already a port of an alliance between the FDP and the Social Democrats (SPD)—the latter then forming a "grand coalition" with the CDU. But just as an SPD-FDP coalition was about to emerge in Bonn, he went back to Mainz, capital of his home state of Rhineland Palatinate, to become state secretary in a local FDP alliance with the CDU. Those who said Herr Friderichs had chosen the provinces for good were wrong. He hounded back in 1972 as Federal Economics Minister a post he held until this month. On the way Herr Friderichs has inevitably made enemies— not least over his decision to leave a hard-pressed coalition to Bonn for the top job at the Dresdner. He regrets that so much fuss should be made when a man leaves politics for business, pointing out that the switch is common in the U.S. But he is also drawing the consequences from an increasing inability to push through strongly market orientated policies, not only in the coalition but in his own party. Herr Friderichs shares one quality in particular with his much respected and lamented predecessor at the Dresdner, Herr Juefgen Ponto. That is, those who feel he will be easier by terrorists in July. That is, Herr Friderichs has rarely been proved wrong. Now aged 66 he will have to make way for a successor in a maximum two years. They will not be easy ones. If the economy fails to pick up strongly next year, and the signs are it will not, the Bundesbank will inevitably come under increasing pressure. At home there are cries that the Bundesbank has followed too conservative a policy and that this has added to the economic despair. Abroad there are many advocates of a "mobilisation" of the Bundesbank's reserves to produce a push for a take-off of the European economy. Dr. Emminger is a polite, open man. But those who feel he will be easier by terrorists in July. That is, Herr Emminger had long deserved. He has not always won his battles—but in retrospect he has rarely been proved wrong. The new post was one which even many who praised Dr. Klases' qualities felt Dr. Emminger had long deserved. He has not always won his battles—but in retrospect he has rarely been proved wrong. Now aged 66 he will have to make way for a successor in a maximum two years. They will not be easy ones. If the economy fails to pick up strongly next year, and the signs are it will not, the Bundesbank will inevitably come under increasing pressure. At home there are cries that the Bundesbank has followed too conservative a policy and that this has added to the economic despair. Abroad there are many advocates of a "mobilisation" of the Bundesbank's reserves to produce a push for a take-off of the European economy. Dr. Emminger is a polite, open man. But those who feel he will be easier by terrorists in July. That is, Herr Emminger had long deserved. He has not always won his battles—but in retrospect he has rarely been proved wrong.

Heinz Vetter
Eugen Loderer

TWO TRADE union leaders—one headed by Herr Vetter leads the Deutsche Gewerkschaftsbund (DGB)—Berghaus, and the extensive West Germany's TUC. Herr Loderer is chairman of the always been a matter of Metalworkers Union, IG Metall, which with 2.6m. members is usually described as the biggest year when employers a union to the western world, to the federal Court. The pressures on both men to Court against the country day are greater than ever, and Mitbestimmung law, the tone of their comment promptly pulled the unit of the regular "co-kedly sharper."
Herr Vetter presides over an organisation of great influence. It embraces 15 member unions. Herr Loderer has all in theory autonomous but been pretty blunt—but in one in practice ever likely to still more so. Smooth defied the DGB for long. He has accumulated, he is one of held the job for eight years, generation of German pi during which the economy has leaders virtually untag gone from boom to slump—the Nazi era. He was then into a slow upswing which chairman of IG Metall it seems to have almost petered 1972. In succession out. From "over employment," Brenner—a man would West Germany went to an only by resistance to the average of km. jobless, playing but by the post-war how a special pressure on moderate with the employers as bot leaders of organised labour and struggled to rebuild a sh economy. There is not honeymoon to be seen in the Ruhr region—once the heart of German industrial power, later to undergo huge structural change. That it passed through this tough period with relative social peace was due not least to the far-sighted attitude of Herr Vetter's own IG Berghaus in par-ticular. After the war (part of which he spent as a prisoner of the British) Herr Vetter joined the union and worked his way up to deputy chairman in 1964. When Kurt Gscheidle (now federal Transport Minister in Bonn) at the local wiremesh he surprisedly withdrew his candidacy for presidency of the DGB in 1969, Herr Vetter came under pressure to stand. He was elected in May, and has held the job since. He is rightly described as a moderate—perfectly willing publicly to stress the need for companies to make profits and, to a degree, invest overseas. Earlier this year he stressed that the trade unions supported the social market economic system because they believed it was both worth improving and capable of improvement. Not a much revolution there.
But Herr Vetter rightly sees Mitbestimmung—co-determination between management and labour in industry—as a key economic stimulant factor in Germany's social increase of purchasing power.

Heinz Vetter
Eugen Loderer



Toni Schmücker
Bernhard Plettner

TWO INDUSTRIALISTS—one who has had to drag his sorry out of disaster, the other who has kept his so far from disaster that the world recession might almost not have existed. When Herr Schmücker took over as executive chairman of the Volkswagen in early 1978 the company had suffered a loss in the previous year of DMS07m. The future looked bleak and morale had plummeted. To-day Volkswagen can look back on a DM1bn. group net profit in 1978 and shareholders can reasonably expect a higher dividend. For last year they received a 10 per cent. payout—the first dividend since 1973. Herr Schmücker has been feted as "Manager of the Year" and has sometimes been drawn as a kind of miracle worker. He would be the first to deprecate the exaggeration. He is a tough, hard-working 18-hours-a-day manager, who knows the vehicle business from the inside. It has been a company strategy for many years and about half total sales of more than DM200m. are now made abroad. Siemens has foot in so many world markets that it seems able to shake off regional recession and pursue its steady upward path. Dr. Plettner is a Siemens man, by career and in style.



Heinz Vetter



Eugen Loderer

thesis of the manager who sticks to his office, handing down edicts. He believes in getting on to the shop floor, telling his workers bluntly what they face (the bluntness is also used against reporters who seek to pry into his private life) and calling for a fair chance. The policy has worked well. It is a fair bet that without it the essential reduction in the VW labour force at the start would have caused far more friction. But Herr Schmücker had two points in his favour. The big-selling VW models, such as the Golf, were the products of his predecessor, Herr Rudolf Leiding. And the boom in the home vehicle market came at just the right moment. Herr Schmücker is hardly resting on his laurels. He constantly warns about the danger of lower cost competition—not least from the Far East. Significantly it has been under Herr Schmücker that VW finally decided to build a plant in the U.S., thus attacking the American market from within. Dr. Plettner, executive chairman of Siemens, heads a concern which knows all about getting at foreign markets from the inside. It has been a company strategy for many years and about half total sales of more than DM200m. are now made abroad. Siemens has foot in so many world markets that it seems able to shake off regional recession and pursue its steady upward path. Dr. Plettner is a Siemens man, by career and in style. First, he is an engineer by training—and Siemens remains foremost an electrical engineering concern, founded by engineers and still, in spite of its "state of the art," even if not by always the cheap Then Dr. Plettner was involved early on with Siemens, for business, and the emphasis remains. After much time abroad for the Siemens in 1949, he became head of the six department there in 1949, making it to the Siemens in 1967. A year later he became deputy chairman and had years to prepare himself, the top role before the man, Dr. Gerd Tacke, stepped down in accordance with Siemens' unwritten rule of retirement at 65.
For all that he is chair of a company employing 130,000 people, and a series of Supervisory Board posts, Dr. Plettner always seems to have time to spare. He does not dominate the board, which usually happens to what he first proposed. Nothing in Dr. Plettner's ever seems so good that it is not better—nor so bad, reasonable action could be taken. One is left wondering what sleight of hand is performed in a world of not-to say vicious—competition. Between—and with—Dr. Plettner is a Siemens man, by career and in style. the results are plain to see.

Your Comm... any. Start in...

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any Comm... Start in... Repu... and... the S... 1960 OC... South... West pl... ITUN... Deutsches... top t...

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WEST GERMANY XIII



Heinrich Böll, Günter Grass, Axel Springer, Rudolf Augstein

Heinrich Böll

Günter Grass

WRITERS. Herr Böll— in the forefront of those intellectuals who worked in the early 1960s and early 1970s to bring the rise of the Social Democrat-Liberal Government to power and keep it there. Significantly he lay much lower before the 1976 elections.

Heinrich Böll is for many an uncomfortable figure—and significantly it was in him that a glaringly uncomfortable writer, Gendler Solzhenitsyn, first met after ejection from the Soviet Union.

His opponents argue that over the years his criticism has become polemical and that his role has suffered as a result.

For all his command over words, Herr Böll appears a vulnerable figure. Herr Grass looks ready to take all criticism and give as good as he gets.

Germany remains unchallenged. It is a far cry from the party days after the war when the British in Hamburg gave the young Springer—who had no Nazi record—a licence for a radio periodical. That was "Hör Zu" ("listen In")—now a family weekly as well as a radio show and TV guide and still one of the big Springer money spinners.

The real Springer revolution came in 1952 with Bild—a tabloid sold on the streets, not by subscription, with lots of pictures, big headlines, no subtlety and huge drawing power. Like it or not, Bild remains the most powerful single instrument in West German mass communications.

Few who can read it all have trouble reading Bild. That is also a merit of Herr Springer's Die Welt ("The World")—a much more sophisticated product and the only national daily to be printed in the Federal capital, Bonn. It has a style and layout to which readers of other "heavier" German dailies are likely to turn with relief.

Axel Springer

Rudolf Augstein

TWO PUBLISHERS—with very different missions. Herr Springer is the man of the right with a grand design. Herr Augstein, anything but a man of the right, ready to puncture pompously from any quarter and cut authority down to size.

This has been a good year for Herr Springer. He has received an array of medals from among others, the Federal German State, the Governing Mayor of Berlin and the U.S. Freedom Foundation. His mass circulation Bild ("Picture") touched a daily circulation in the second quarter of 4.3m. copies. And all that after the surge of 1976, when the whole Axel Springer publishing concern saw turnover rise by 12 per cent. to DM1.4bn. and profit by 45 per cent. to DM37m. Its position as much the biggest daily newspaper publishing group in West

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So far no mention has been made in the above to Der Spiegel's publisher, Herr Augstein. But it is hard to imagine him without his magazine. When he founded it in 1947, Der Spiegel was a 28-page publication, with a circulation of around 15,000. Now it often has more than 200 pages, contains a lot of glossy photos and has a weekly sale of over 1m. True, Herr Augstein has flirted with a Parliamentary career (for the liberal Free Democrats) and has written books—including a Life of Christ. But the history of Der Spiegel is in large measure the history of Augstein.

Things looked black in 1962 when police occupied the Spiegel offices and arrested Herr Augstein on suspicion of publishing military secrets. But he was freed, and the then Defence Minister, Herr Franz Josef Strauss, later had to resign. Herr Augstein was happy that he had stopped a possible future Chancellor—and what he felt to be a dangerous man—in his tracks. It is conceivable that Herr Strauss may yet make it to the top. Herr Augstein will be there, sniping weekly. Rather Der Spiegel has

Hans Werner Henze

Karlheinz Stockhausen

TWO COMPOSERS—the works of each of whom seem to be attacked most bitterly by supporters of the other. Herr Henze tends to be branded by opponents as a traditionalist masquerading in modern garb—especially active, it is noted, in that conservative field, opera. Critics of Herr Stockhausen see him as pseudo-mystical guru, operating in a mystical haze from which the essence of musical composition has long since evaporated.

Germany remains unchallenged. It is a far cry from the party days after the war when the British in Hamburg gave the young Springer—who had no Nazi record—a licence for a radio periodical. That was "Hör Zu" ("listen In")—now a family weekly as well as a radio show and TV guide and still one of the big Springer money spinners.

Does Herr Stockhausen hold the key to the future—passing through serial technique to "aleatoric" music where chance plays a big role? Or does Herr Henze maintain a link with tradition which will give him a more ultimately sterile. Better to ignore them—and listen to the fascinating setting of Cuban productions of both composers.

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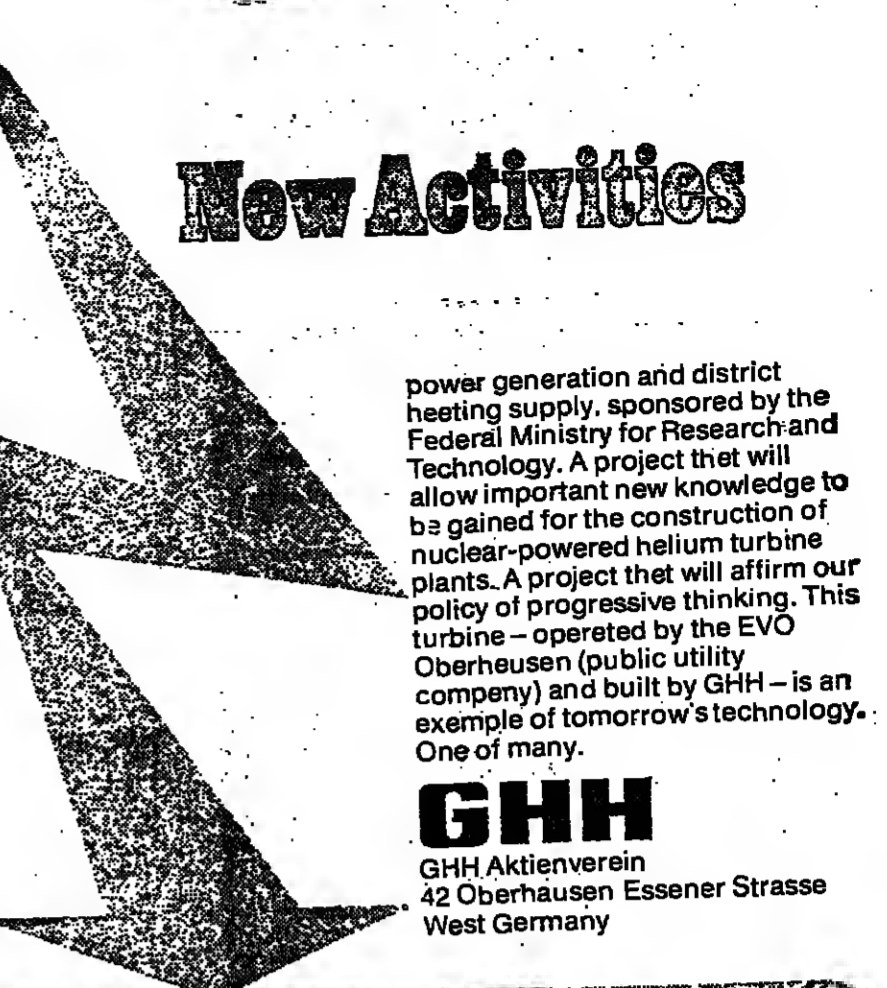
Hans Werner Henze

Karlheinz Stockhausen

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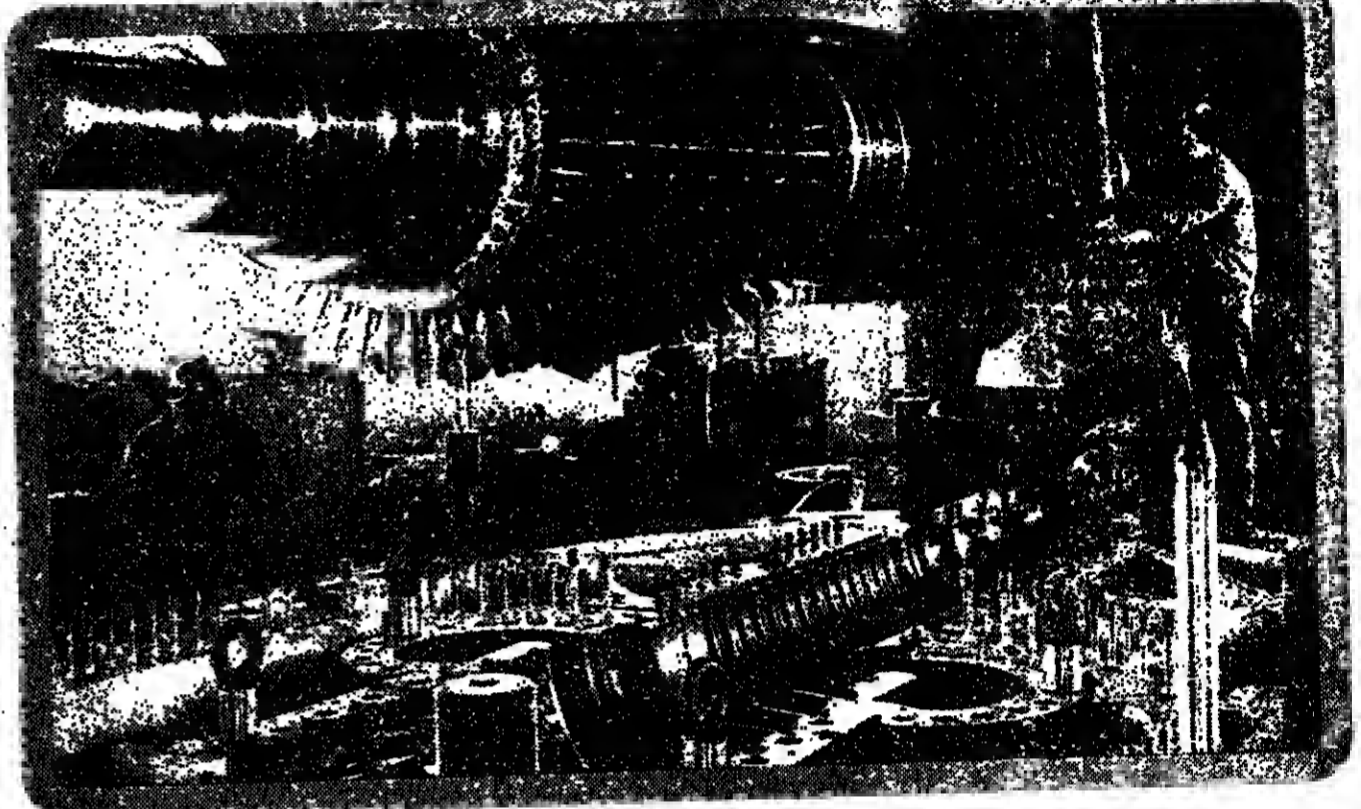
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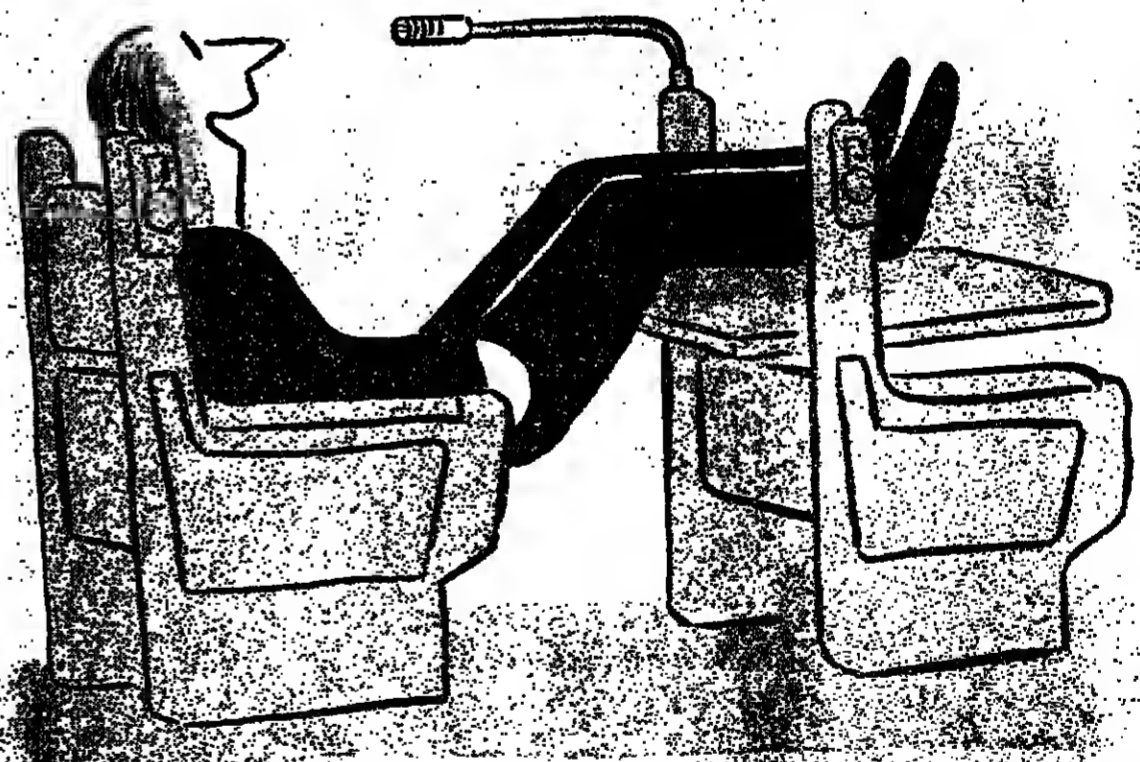
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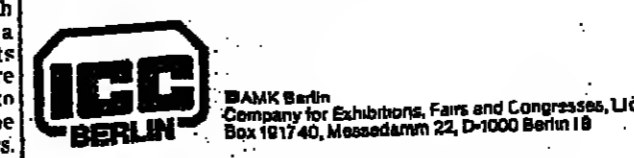
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International Fashion Fair


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WEST GERMANY XIV

Chemicals faced with cost pressures

THE WEST GERMAN chemical industry is unlikely to be very pleased with its performance in 1977. After a promising start to the year, sales appear to have tailed off, while, at the same time, there was heavy pressure on costs.

Few industrial sectors have been hit so hard by the rise in the value of the D-mark during recent years. The industry's wage costs are now among the highest in the world, and capital investment costs in the Federal Republic are also high in comparison with competitor nations.

One cannot avoid being impressed with the way in which the country's chemical concerns have coped with their problems. Rationalisation has been the watchword, and a large proportion of capital investment cash has been channelled towards up-grading existing plant and improving its productivity. There has also been a shake-out in the labour forces of many concerns, but in real terms the decline in the number employed in the industry has not been particularly steep.

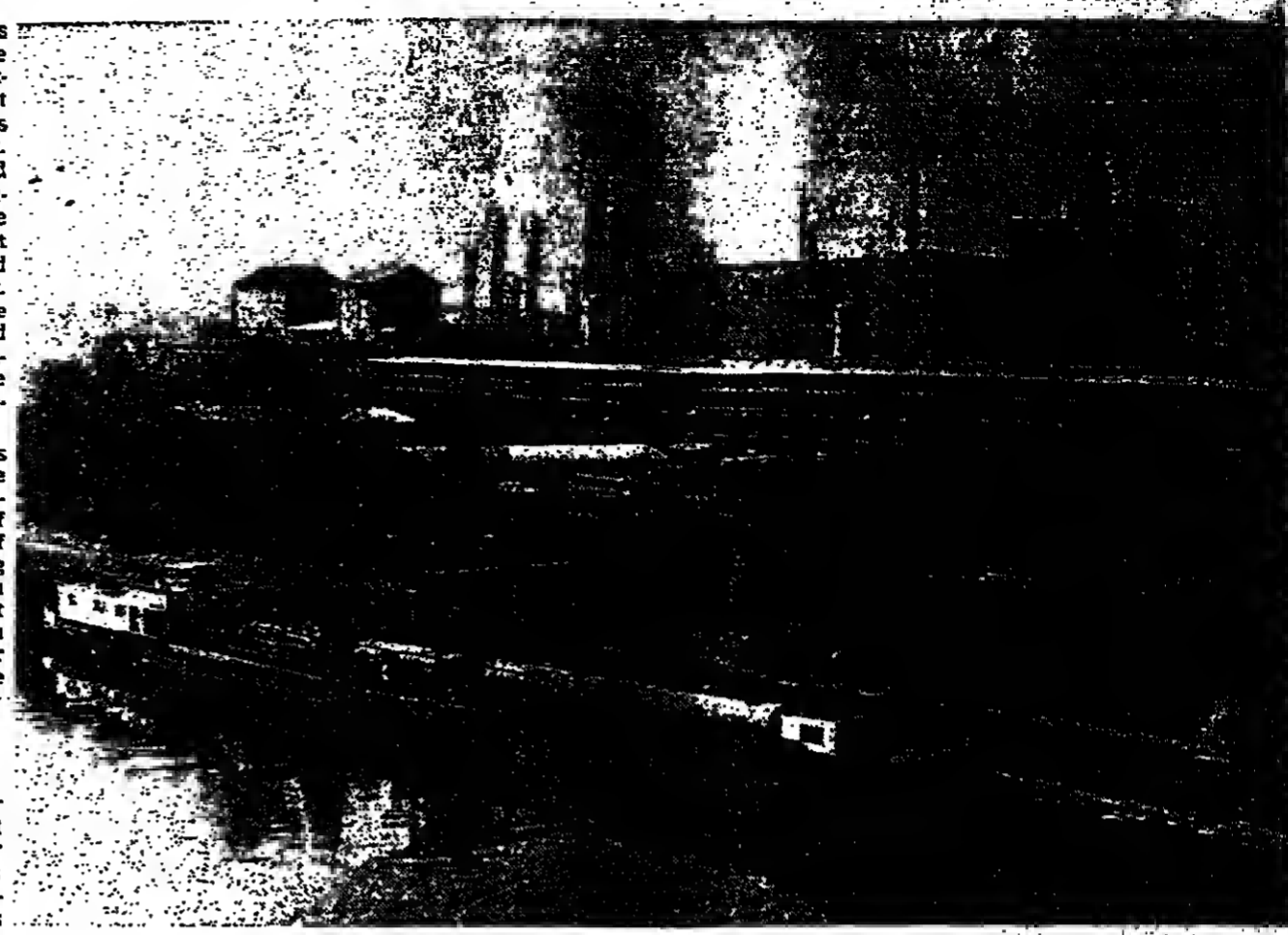
While the industry, of course, is a capital intensive one, labour costs to the Federal Republic contribute significantly to its overheads. According to the Working Circle of the chemical industry employers, personnel costs have increased by 69 per cent in the five years since 1972—an average of 11.1 per cent a year. This is a very steep increase indeed in a country where the inflation rate has been well below the average European level.

A Working Circle report published in July, stated that the industry's personnel costs had risen to the record level of an average DM21.15 (£5.24) per working hour. Much of the increase is attributable to a heavy rise in the value of fringe benefits its workers enjoy. In the first half of the current year direct wages averaged out at DM12.11 (£3) per working hour, while fringe benefits added another DM9.04 (£2.24) to fourty cents.

Fringe benefits now equal 74.6 per cent of direct wages and, indeed, have gone up at a far steeper rate than wages. This can be judged from the fact that in 1973—when the D-mark was worth a good deal less in comparison to other world currencies than it is now—total personnel costs, including fringe benefits, amounted to DM12.54 per working hour.

The average cost per worker in the industry during 1977 is expected to be DM35,190 (£8,721). Average gross yearly earnings per worker are likely to total DM28,640 (£7,098), including such things as holiday pay and the savings programme to which the employers are legally obliged to contribute. Fringe benefits, including employers' social security contributions, are forecast at DM15,040 (£3,727) per employee.

The industry's production and productivity, despite substantial investment in both plant and



A tanker at Hoechst's Tor Ost plant preparing to carry organic chemicals to other Hoechst factories

rationalisation measures, has utterly failed to rise at the same pace as personnel costs. Working Circle figures show that between 1972 and 1976 chemicals production rose by 16.7 per cent. When the figures were published the Working Circle was assuming a 5 per cent growth rate for 1977, in which case output by the end of the year would have grown by 22.5 per cent since 1972. This would have meant that production would have shown a relatively unimpressive 4.1 per cent average annual growth rate over the five-year period.

However, it now looks as though the 5 per cent figure was grossly optimistic. Professor Rolf Sammet, chief executive of Hoechst, one of West Germany's chemicals "big three," reported this month (October) that in the first quarter of the year production increased by a meagre 2 per cent, and then stagnated in the second quarter.

Prospects for the final quarter of the year look somewhat brighter, but this will not alter the fact that chemical sector's production performance is lagging heavily behind industry as a whole. West German industrial production growth averaged 6 per cent during the first three months of the year and 3 per cent in the second. The chemicals sector is also unlikely to keep up with the year's estimated 3.5 per cent growth in the gross national product.

This is not to say that the industry has not managed to achieve an impressive productivity record in comparison with its competitor nations. Productivity in the industry, measured in terms of the value of output per worker, rose by 16.9 per cent between 1972 and 1976. The 1977 figures will not be available until the year's end, but the average annual improvement has averaged 4.4 per cent a year.

The current year's stagnation is doubly disappointing in that it followed 1976's dramatic recovery from the previous

year's recession. Sales soared 1 per cent down on the figures of the same period of 1976, and profits bounded back. At the beginning of the year, the Home sales were off by 1 per cent, at DM4,038bn., while exports were down 0.8 per cent, between 7 and 8 per cent.—well over the 5 to 6 per cent. Utilisation of capacity has, naturally, declined from the levels of 1976. In July and August — admittedly never the strongest months — the concern's plant was operating at about 70 per cent of full capacity. To put this into perspective, it should be pointed out that this is nowhere near as low as the levels recorded at the depth of the 1975 recession.

Pressure on prices increased substantially, particularly in the sectors of fibres and fibre products, plastics, and inorganic and organic chemicals. The Hoechst concern's losses in the

fibres sector, worldwide, announced to DM110m. in the first half, and to make matters worse textile demand is unlikely to improve in the final quarter of the year; nor are there signs of an upswing in 1978.

Currency fluctuations are giving the chemical concerns a major headache, particularly the weakening of the dollar against the D-mark. Professor Sammet said that they had not only hit West German export volumes and profits, but had also enabled an increasing number of foreign competitors to increase their foothold in the German market.

On the profits front, Professor Sammet was relatively comfortable. Despite stagflationary turn-over and rising costs, it was hoped that "a drastic decline in profits" could be avoided. No

worldwide doubt shareholders will be in for the same message as the country's other of concerns.

Not surprisingly, the increase in interest in the overseas, with the United States, American Corporation, the concern's subsidiary, is to embark on a major project in the next year. It will be building a styrol plant with a 100,000 tonnes a year capacity, same polyethylene plant, same time, is rivaling been in the news recently. It is a \$215m. bid for the sized U.S. group, Miles, has been showing a

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Steelmakers dominated by EEC rules

PERHAPS THE most surprising thing about the steel industry is the surprise that some economic commentators show when, periodically, it goes into recession. Steelmaking capability has long been a test of national manhood and this rather than rising demand has provided the basis for the expansion of world crude steel capacity. It should, therefore, come as no shock that for as long as anyone can remember the industry has been noted for its regular cycles of boom and recession.

Steel is yet again in recession. However, unlike the previous downturns, when steelmakers could draw comfort from the general rule that it took five years to go through a full cycle, this recession seems set to last far longer than the norm.

The world steel industry is now in its third year of deep decline and nobody can foresee much of an improvement in the offing until 1980 at the earliest. Indeed, the turnaround could possibly be even further away as the shipbuilding industry, a vital customer for world steelmakers in general, and the German industry in particular—is going through a downturn which could continue into 1983.

These do not cover semi-finished products, hot rolled broad strip or special steels, but still provide a useful guide to the state of the industry.

In August this year—the September figures were not available at the time of writing—bookings were almost at their lowest since 1970. The month's orders amounted to 1.4m. tonnes, substantially below the already low 1.5m. tonnes booked in the same month of 1976. Even more depressing was the fact that they were very little more than the 1.38m. tonnes ordered in November, the deep point of last year's recession.

Decline

According to the Federation, there was a steep decline in orders from every major sales area. Total bookings were off 14.1 per cent even on July's depressed performance of 1.63m. tonnes, while the industry's order book for these products fell during the month by 3.4 per cent, from 3.68m. tonnes to 3.37m. tonnes. This was well below the August 1976, order book which stood at a none too healthy 4.14m. tonnes.

The largest decline in bookings came from customers in the EEC. These went off by 42.5 per cent from July's 186,000 tonnes in 107,000 tonnes. Bookings from third countries outside the EEC fell by 15.6 per cent, from 552,000 tonnes to 466,000 tonnes, although it has to be pointed out that bookings from these customers were well up on the August 1976, figure of 390,000 tonnes.

It is the home market, however, which is the key to the real weakness in the order book. Orders from the domestic market dropped by 7.2 per cent, from July to August—from 891,000 tonnes to 827,000 tonnes. Furthermore July and August bookings from German customers were markedly below those for the comparable months of 1976, 1.1m. tonnes and 993,000 tonnes respectively. Certainly, this state of affairs in the home market reflects the recession in two major steel-

shipbuilding and construction. But undoubtedly the bulk of the problem is attributable to stiff import competition. Although the indications are that September will see some increase in orders it is unlikely to be large enough to bring about much improvement in capacity utilisation.

The industry's approach to the question of price competition both at home and abroad has been rationalisation—a formidable undertaking when one considers that it is already one of the most modern in Europe. The country, with the Community's blessing, is divided into two "rationalisation groups": north and south. In the southern group, three Saarland concerns (Roehling Burbach, Dillinger and Neukircher) have drawn up plans to amalgamate their pig iron production on one site.

But for the large groups such as Thyssen, Kloeckner and Krupp, the rationalisation options are much more limited. Neither the EEC Commission nor the Federal Cartel Office in Berlin would welcome much in

the way of takeovers or mergers. The feeling seems to be that the big groups are big enough already.

Despite the industry's claims—and these include a tonnage of dumping not only Japan but also from Korea, Africa, Australia and countries within the EEC such as Italy—opinion will remain strongly anti-mergers. A Thyssen spokesman recently said: "protection is not the answer to the problems in the steel industry." Like many of its West German competitors, Thyssen has tried hard to prevent the EEC treading the paths of protectionism. They have often moved towards the maintenance of import provisions of establishment of quotas, of course, can be ascribed to a tightened interest in that major steel exporter, the German industry is vulnerable to rationalisation, even so, it has the right to expect to be able to compete fairly, price-for-price basis, with its overseas counterparts.

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Parlous

A key to the problem is the tanker market, although other sectors such as the closely related bulk carrier market are also in a parlous state. Demand for tankers took a nose dive after the oil crisis and a state of over-supply is likely to continue into the 1980s. West German shipbuilders claim that there is unlikely to be a real recovery until the middle of the next decade.

West Germany's problems, however, cannot be seen in isolation from the European Economic Community as a whole. European steelmakers have seen production rapidly decrease from 78.4m. tonnes in the first half of 1974 to just



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WEST GERMANY XV

A difficult year for engineering

ALL West Germany's advanced industries, and particularly mechanical engineering, are facing a difficult year. The industry's output is expected to fall by 1.7 per cent in real terms this year, according to a study by the IFO Economic Research Institute. This is the first time since 1975 that the industry's output has fallen. The study also predicts a 1.7 per cent fall in real terms next year, and a 1.7 per cent fall in real terms in 1979.

The study, which is based on a survey of 500 engineering firms, shows that the industry's output fell by 1.7 per cent in real terms in 1976, and by 1.7 per cent in real terms in 1977. The study also predicts a 1.7 per cent fall in real terms next year, and a 1.7 per cent fall in real terms in 1979.

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Impetus

Throughout the past year, both the mechanical engineering industry and the Government have been hoping that this rate of research and investment would make itself felt. But despite a brief upturn during the early spring, new orders for machinery and machine tools have not provided the stimulus it, for the rest of the economy, that had been expected.

The package of stimulatory measures announced in mid-September, which included more rapid opportunities for depreciation of industrial plant, is intended to help remedy this situation, though machinery and machine tool builders appear somewhat unconvinced that it will push companies into making major new investments unless they are assured of better sales and improved profits for their products.

For all the difficulties, the mechanical engineering industry taken as a whole, there are many branches within it that can look to the future with a good deal of confidence. The reasons for this are not hard to find. There are economic advantages but adding to the arguments in favour of the more "exotic" uses of coal—most of which are likely to be worthwhile only if large quantities of cheap power are available for processing and refining.

West German Government plans drawn up in concert with the electrical utilities originally called for an installed nuclear generating capacity of as much as 45,000 MW by 1985, though sharp reductions in energy use since the onset of the 1974-75 recession led this figure to be reduced to 37,500 MW which many experts now believe also to be too high.

A common theme now being used in 30,000 MW. This compares with actual installed capacity of about 6,500 MW this year, with a further 14,000 MW under construction.

Bitter opposition to the entire programme from environmentalists and "citizens' initiative" groups, however, has cast doubt over the completion even of the nuclear plants under construction, let alone those still in the planning stage. They have successfully used the courts to impose an effective ban on completion of the current programme until final disposal of highly radioactive waste products has been assured.

A geologically suitable site for depositing the most dangerous fission products has been found in salt caverns below Gorbelen in Lower Saxony, close to the frontier with East Germany. Federal Government experts are keen to begin exploratory drillings there following a report by scientific advisers to the Reactor Safety Board and the Radiation Protection Commission last week that endorsed it as meeting all the necessary conditions.

Yet the political battle is far from over. The Lower Saxony Government is clearly afraid to give its blessing to the use of Gorbelen for radioactive waste disposal before next year's election.

Energy battles rage on

WEST GERMANY faces more and more difficult choices in the field of energy strategy in any other. The debate at has now been going on for a better part of two years over whether the country should submit itself to massive investments in nuclear generating capacity in order to safeguard future energy supplies expected to reach a new pitch this autumn, when conferences of the two coalition parties, the Social Democrats and Free Democrats, will each consider the position anew.

It is far from clear that ministers will see the party backing they want for a re-orientation of the nuclear power programme, though Chancellor Helmut Schmidt has indicated that his programme will not be taken if he doesn't. But the government does recognise, along with the trade unions and the business community, that their rejection of the nuclear option or further delay could mean a not-so-distant future of massive investment and unemployment to which West Germans have become accustomed.

No other large European country feels itself so dependent on West Germany for energy supplies. The country has little oil and not much hope of finding any in its relatively small slice of the North Sea. The Government helped through a series of mergers to build up the VEBA Group (of which it owns 44 per cent.) into an integrated oil concern, yet this has done little to raise Germany's security of supply in any future shortage. By contrast some Germany does have some reserves of natural gas of its own, and it has successfully negotiated a series of long-term supply agreements with different sources that should see it through the next 15-20 years—first with the Netherlands,

the Soviet Union and most recently, Algeria.

The Federal Republic's only abundant domestic reserve of energy, however, is coal, of which it has enough, by most reckonings, to meet its entire energy requirements for the next 75 years without mining deeper than 1,500 metres below ground. This is leaving out of account the still substantial reserves of brown coal, mined mainly in the Rhineland region by open-cast methods, which provides about 10.2 per cent of total primary energy needs.

Yet hard coal has seen its share of total primary energy use drop from 36.2 per cent in 1967 to only 19 per cent in 1976, while actual production last year was, at 89m. tonnes, not much more than half the 151m. tonnes dug in 1959. Currently, thanks to the crisis in the European steel industry, the German coal industry is watching unsold stocks mount towards the 20m. tonnes mark, or nearly a quarter of last year's production.

While coal might theoretically all the country's total energy needs, enormous investment in extending pits, further mechanising operations and training of miners would be needed, and of miners would be unwilling to undertake these without assurance that the coal will find buyers. What is also uncertain is whether Germany's abundant coal ought to be sold, as at present, in the electricity, or in the form of steel, or whether the country would be better served by putting it to use as source of gas, oil and chemical feedstocks at present derived from imported middle eastern crude oil.

The attraction of nuclear energy to West German planners is that it appears to offer a cheaper electricity than that generated by burning coal, making not only for direct

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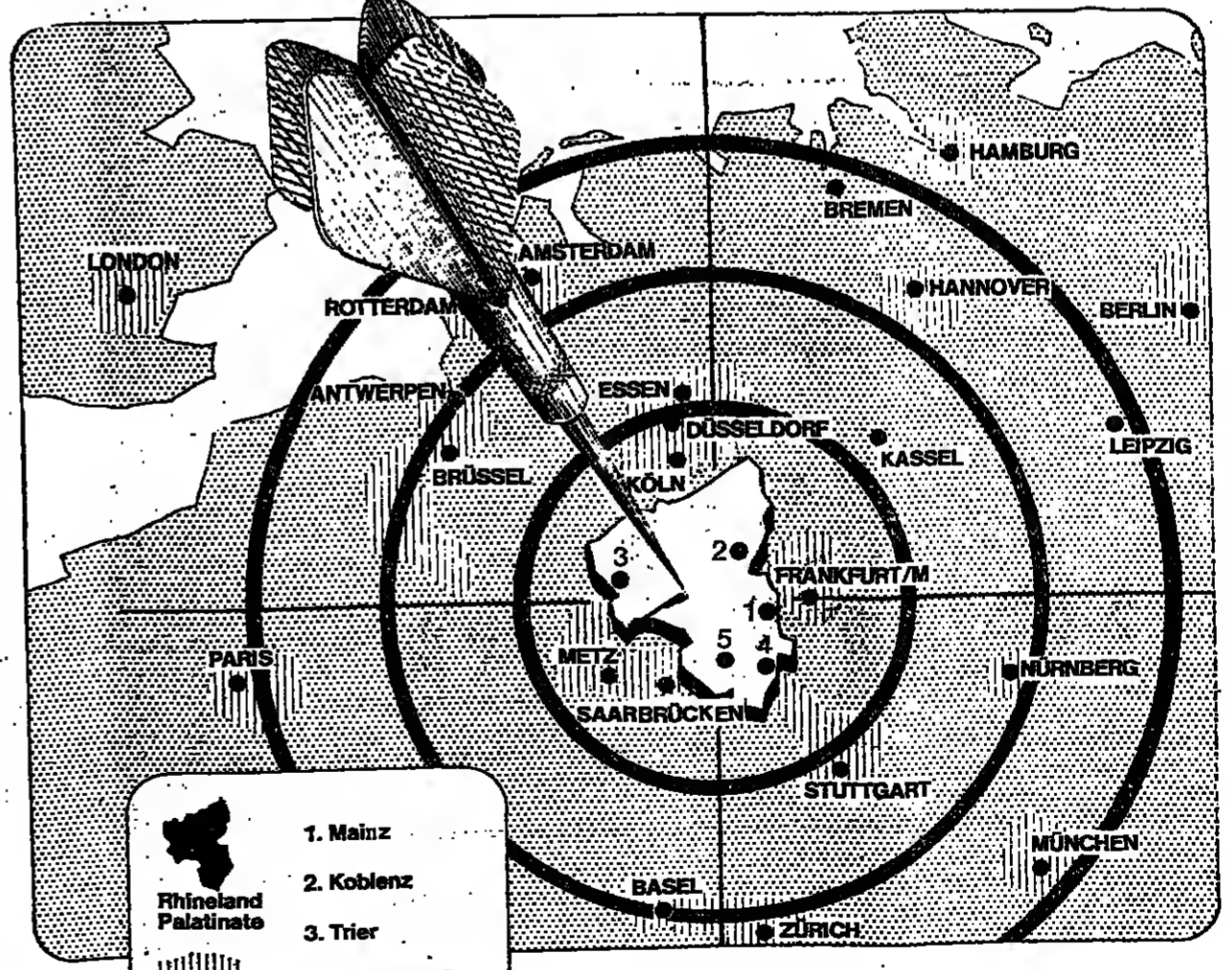
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WEST GERMANY XVI



The European Space Agency's Meteosat weather satellite in Messerschmitt-Bölkow-Blohm's integration hall at Ottobrunn. Meteosat is Europe's contribution to GARP, the Global Atmospheric Research Programme.



Messerschmitt-Bölkow-Blohm's helicopter division at Ottobrunn, near Munich.

Integration dilemma faces aerospace

THE WEST GERMAN aerospace sector, like its British and French counterparts before it, is having to get used to the uncertainty and discomfort of life as a political football. The industry's basic problems are not really in dispute. All parties agree that it needs rationalising and setting on a firmer financial base. Most of all, it needs the assurance of work unless several thousand highly skilled people are to lose their jobs. How can all this be achieved in such a way that

the industry can continue to meet national defence requirements, keep up its role in the great European and transatlantic co-operation projects and, finally, satisfy its shareholders?

Until early this autumn, it had been assumed that the solution to the industry's difficulties lay in a merger between its two biggest companies, Messerschmitt-Bölkow-Blohm and the German-Dutch Vereinigte Flugtechnische-Werke-Fokker, perhaps at a later stage bringing in the third major airframe builder, the privately-owned Dornier. Such appears to have been the hope of the Federal Economics Ministry State Secretary, Herr Martin Grüner, who has had the delicate task of trying to persuade the industry to get together while lacking power to make it do so.

For the time being, however, there are obstacles to such a merger, creating a single, giant West German company, which make it less certain that it will now be carried out. Neither company has been enthusiastic about it, and discreet contacts between the two managements are thought to have gone no further than Herr Grüner's earlier efforts to arrange terms. VFW-Fokker has run into the hesitations of some of its Dutch shareholders over how far they want to be tied in with what would in effect be the creature of the bigger partner in the merged group.

Strain within the Dutch-German group over how short-time working may be shared has not helped, either. For its part, MBB has proved understandably reluctant to pay more than a knock-down price for taking over VFW-Fokker's heavy losses on its biggest nuclear German project, the VFW 614 short-haul, 44-seater jet airliner.

Co-operation with the rest of Europe is still the industry's—and the Government's—principal goal. Enormous importance is attached in Germany to the Airbus project as the European's best and possibly last chance to build and sell an airliner that can compete with the Americans. Bonn, no less than Paris, and without the bitter complications of the Concorde affair, will be keenly watching the fate of Eastern Airlines' trial leasing of four of the aircraft from early December, and will be especially alert to any fresh signs of protectionism in the U.S. Congress against Europe's efforts to get a foothold in the crucial American market.

All-important for West Germany is the future shape of European co-operation. What it hopes to see is agreement between the European Governments and aerospace industries on collaboration in future projects along the lines that have worked well enough in the Airbus group, the Panavia consortium building the MRCA Tornado and not least, the enormously complex European Spacebus project for which the VFW-Fokker subsidiary ERNO is the project co-ordinator. All these projects, in the German view, have shown that European managements and workers can deliver the goods when they are presented with a clear brief.

With MBB occupied on the MRCA project and Dornier—as always, happy to be left to itself—hard at work on the Alpha-jet, no immediate decisions present themselves in the military arena, unless it were to shift part of the work around the country. For the Airbus, where Bonn and Paris have both granted funds for the pre-definition phase studies of the scaled-down B-10 version, the Germans are keen to see the British Government join the consortium—a move that would

give British Aerospace some 30 per cent of the work. If Britain turns the invitation down, it goes without saying that there is plenty of spare capacity in German and French aerospace factories to take on this fat additional share.

Looking further ahead, the West Germans are still leaving their options open on the new "family" of 120-160 seater airliners suggested by the French

Aerospatiale group for 1980s, in rivalry to similar proposals put forward in Britain. But what West Germany at all costs to avoid is the initiative to further European operation—the relegation of the industry everywhere side of the Atlantic to the status of junior partner or subcontractor to the American giants.

The nettle to be grasped is that of closing down smaller and older plants, such as that belonging to VFW-Fokker at Speyer, while concentrating work in the more economical centres. Fresh capital from the private shareholders for the viable parts of the industry is unlikely to be forthcoming until the unions and the state and federal government can provide some longer-term solution to this essentially political part of the problem. It is anyone's guess how many of the industry's 51,000-odd jobs will then disappear.

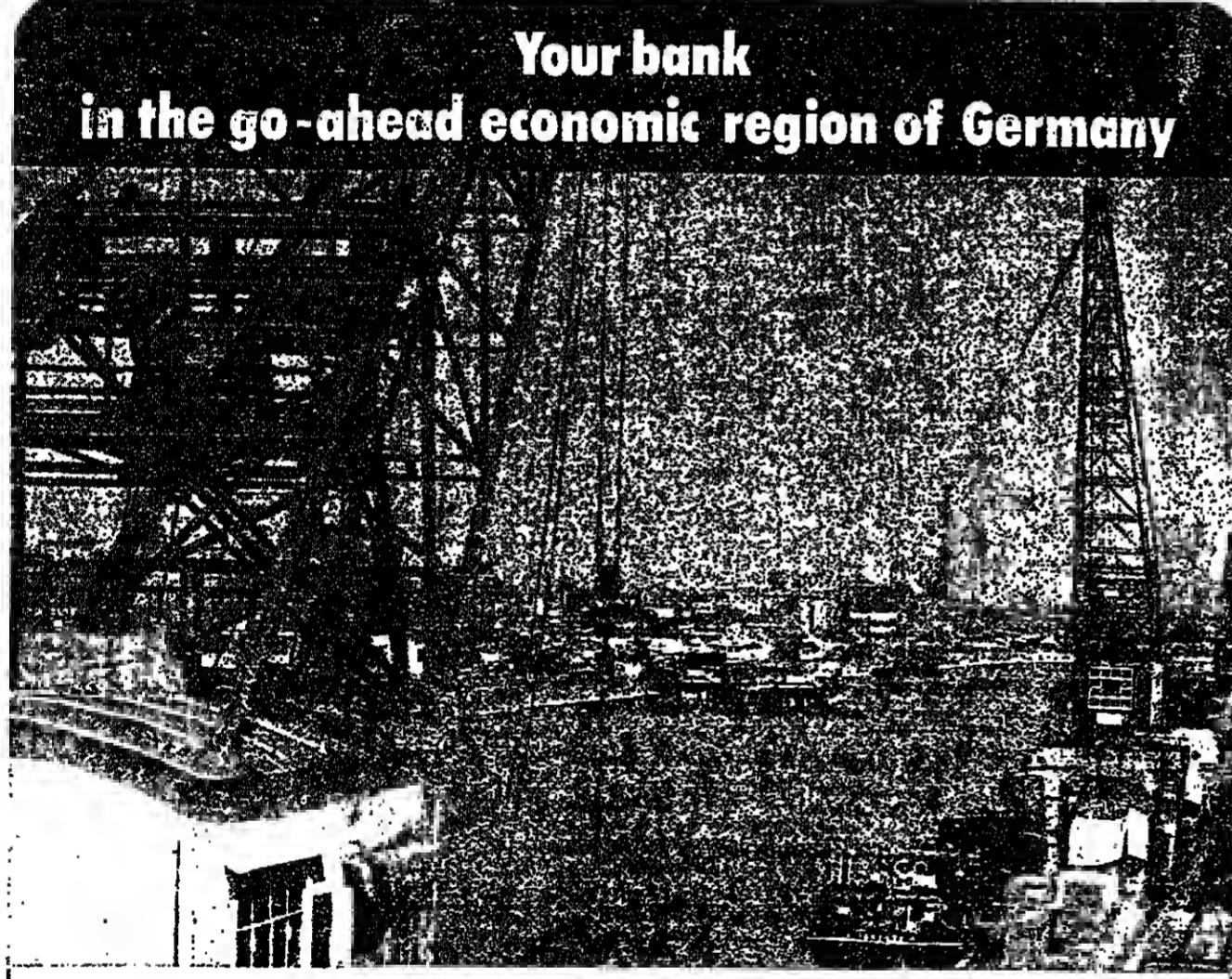
Projects
Sharing work out, for West Germany no less than for Britain or France, means taking decisions on aircraft projects. It is at this point that the problem becomes still more complex, for the West Germans have, with the VFW 614, learned the hard way that it is no longer possible for any of the European countries to set about a major civil programme on its own.

Nationalisation
As if all this were not enough, the trade union—notably IG-Metal which represents most of the industry's skilled workers—have stepped in to call for outright nationalisation as a way of avoiding redundancies. At the same time, the Governments of the Federal States most immediately concerned by the looming aerospace employment crisis have also intervened, in some cases buying substantial (and blocking) minority shareholdings in the two companies, and in other cases making clear that they stand ready to provide short-to-medium term cash assistance if it is needed. Some, what reluctantly, Bonn has announced that it, too, will not be moved to help the industry and its way towards a new structure, though Herr Grüner has left no doubt that the last thing the Federal Government wants is to be forced into a full takeover.

Yet there is no sign of how or when the public sector's intervention is going to come. It is not clear whether Bonn still hopes to see MBB and VFW-Fokker's German interests merged, and if so whether it is willing to underwrite the losses which will be incurred at the VFW Bremen and Lower Saxony factories on the VFW 614 programme, once present Government financing for long-lead items expires.

What has become better understood is that ownership, whether by private shareholders

or by the public sector, is not the only key to the problem of sharing out more equitably the work that is available. At its crudest, this can be cast as an old quarrel between north and south Germany, with the steady diet of military work (the MRCA Tornado and Alpha-Jet) going to the south, while the north has come to depend on the civil sector (the VFW 614, limited work on the F-27 and F-28 and above all, the German share in the European A-300 Airbus programme).



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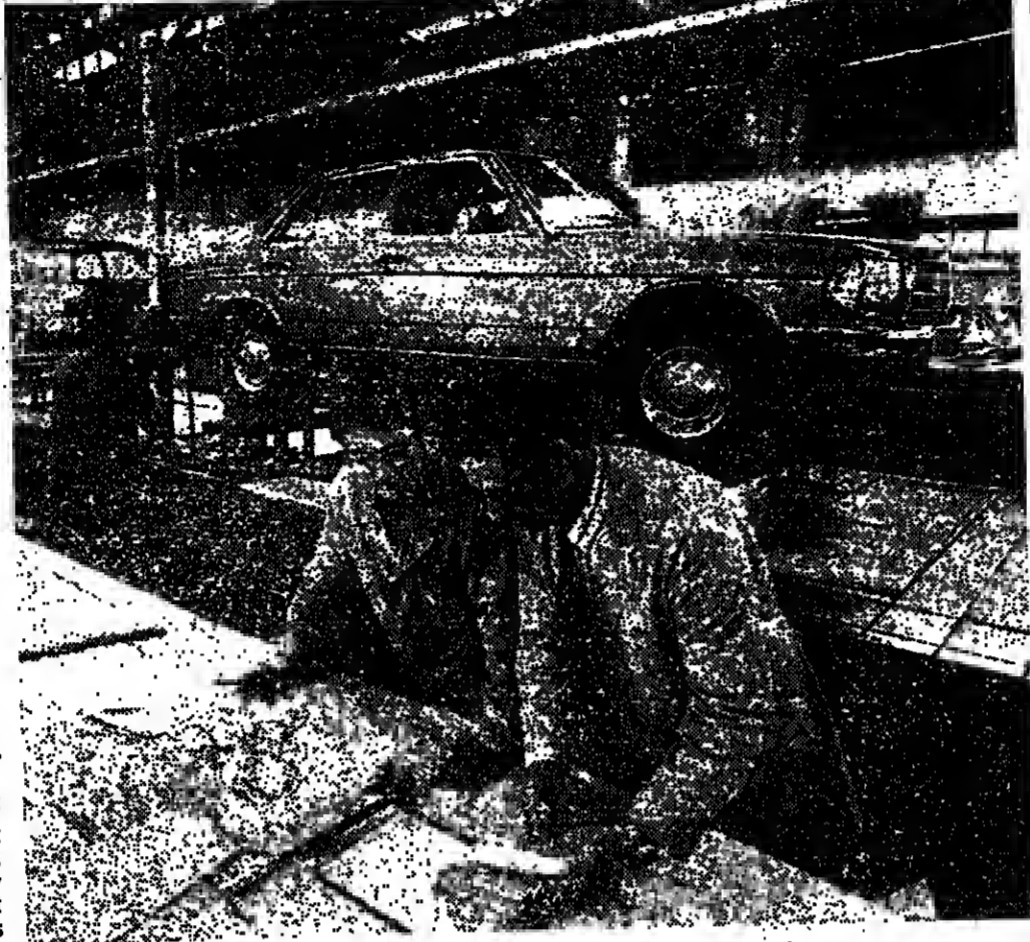
WEST GERMANY XVII

The motor industry picks up again

GERMANY'S love affair with the motor-car continues. It was more a result of differing passions which cooled in 1975 following the oil crisis, returned with cars and estate vehicles during 1976 and remain the opening six months rose by 9 per cent on the first half 1976 year, the West German figures to reach 988,900 units. The industry turned out good grounds for jubilation at 3.9m. units, and this year even if overseas sales of commercial vehicles were 2 per cent down at 89,800. One of the outlook for 1978 is less clear. However, the encouraging signs is that exports seem to be predicting Volkswagen is more than clawing its way back into the U.S. market despite stiff competition and this year could be run a little ahead of itself.

Late last year, things were still looking bleak for the Volkswagen group's sales in North America. Deliveries to U.S. customers were a full 34 per cent below the previous year's dismal figures, and in a desperate bid to regain some of its former dominance in the market, the VW Board decided to set up an assembly plant there. The site chosen was Westmoreland, Pennsylvania.

However, at the Frankfurt Motor Show last month, VW's chief executive, Herr Tomi Schmücker, was able to announce that U.S. sales had risen by 29 per cent during the first eight months of 1977 to 210,000 units. He said he was particularly pleased with sales of the Rabbit—the American name for its Golf model. These had risen by more than 50 per cent, to 115,000 units, much closer to the production capacity planned there.



The Mercedes test department in Stuttgart.

The problems caused by the high value of the D-Mark, however, should not be underestimated. Adam Opel, reported at output was running 5.2 per cent up on the figures for the first half of 1976. Growth was most entirely a result of increase in car and estate vehicle production, while the 1 per cent increase reported from a commercial vehicle sector indicated that it was in a state of virtual stagnation.

Production during the first months of the year amounted to 210,000 units, just under 20 per cent of all types, compared with just over 2.0m. manufactured in 1976. Car and estate output was 8.9 per cent, at just under 800,000 units. But the commercial vehicle sector, suffering on decreased demand for heavy vehicles, reported production of 166,000 units.

Although the commercial vehicle branch of the industry may well be going through a period of declining demand, all the major manufacturers—Opel and up-market—are doing very well. There is also good news on the export front, where manufacturers, notably Volkswagen, had taken a bit of a beating, particularly in the U.S. market.

West Germany's motor manufacturers can hardly be blamed for this as the rise in the value of the D-Mark against other major trading currencies pushed prices out of line in many markets. Labour costs in the industry are probably among the highest in the world, and things are made more difficult because there are certain constraints on improving them.

Mr. James F. Waters Jr., chief executive of Adam Opel, pointed out recently that productivity standards here were well below those of Japan and the U.S. They lagged behind there were more work days on the calendar in America than in Germany—a reference to the large number of public holidays in the Federal Republic and the fact that German workers' vacation periods were far longer than those of their American counterparts.

which will replace the ageing Diplomat and Admiral. These were unveiled at the Frankfurt Motor Show, and planned production will far outstrip output of the models they replace, which this year was running at about 17 a day. Opel is still not disclosing the production rate, but Mr. Waters agreed that it would be well over 100 a day.

Things may be comfortable at the upper end of the market, but the mass manufacturers are acutely aware of their high level of overheads in comparison with competitors from other countries. VW's Herr Schmücker perhaps spoke for the industry as a whole when he said: "We must attempt to keep our handi-cap in the costs sector within limits by further rationalisation of all aspects of the organisation. We need the realisation that rationalisation investment is not to be seen as a method of destroying jobs, but as a prerequisite for the maintenance of competitiveness and, thus, the assurance of jobs. We must further see to it that our products have the advantages which the customer is prepared to pay for at the higher price."

An example of this innovative thinking is that the West German mass manufacturers have moved into the diesel market, a place where Daimler-Benz has been for some time. Volkswagen's diesel-powered version of the Golf has been a major success, and delivery can take up to a year. Opel has followed VW's lead and is planning to double the output of its diesel-powered cars by 1978. Its diesel engine manufacturing capacity will by that time be increased from the current 50,000 a year to 100,000.

Even so, rationalisation remains a watchword in the industry, and it is a sign of the times that a greater proportion of capital investment is going into getting more out of existing plant and eliminating bottlenecks than in constructing new ones.

However, competition has entered the quality car market in the shape of Adam Opel's new Senator and Monza models.

G.H.

Sporty

BMW, the other big independent quality car producer, specialises in sporty saloons aimed at the younger market and those drivers who like performance matched with comfort. Since 1975, the company has completely remodelled its range and, after producing some 275,000 units in 1976, is aiming at 285,000 this year. Again, customers have to wait for delivery, though by no means as long as for a Mercedes. However, competition has entered the quality car market in the shape of Adam Opel's new Senator and Monza models.

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A BMW production line in Munich.

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WEST GERMANY XVIII

Role and power of the unions

BRITISH INDUSTRIALISTS often look with envy at the West German trade union movement. The 16 large unions, each covering an industrial sector, have a reputation for moderation and positive thinking which in British eyes appears almost Utopian. It does not, however, always seem that way here.

Certainly, the advantages accruing to an employer from dealing with a single union representing the entire workforce are manifold. For a start, there are no such things as inter-union demarcation disputes, while the wealth of the unions, coupled with their philosophy of hiring the best brains available, means that the employers' representatives are usually dealing with men of a higher professional calibre than they would meet around the negotiating table in Britain.

Added to this, the unions appear to believe that the employers and workers have a strong common interest, that of ensuring that the company is profitable. Until recently the main cause for argument was over the distribution of those profits—how much should go to the workers, how much to the shareholders and how much for re-investment.

A West German industrialist with workforces in both the

Federal Republic and Britain recently summed up the situation like this. First he stated that he had no problems at all with his British labour force, but he went on: "Britain's labour relations problems are caused not only by bloody-mindedness between employers and the unions, but by bloody-mindedness among the unions themselves."

Ideology

"The British trade unions have no common goal, nor do they have a common ideology. Some confine themselves to improving their workers' pay and conditions; others have vague aims of socialisation of the economy although these are rarely well-thought through and do not seem to extend much further than demands for nationalisation. Their lack of professionalism makes them difficult to deal with, but their relative lack of size and common goals means that their ability to impose socialisation on the economy is really only confined to disruption."

For him the situation in West Germany was potentially more worrying. "The West German unions are large, powerful and to a great degree, have common goals. In many ways, they are

in a much better position to impose their will upon industry, not only in terms of wages but on the question of who is to run the country's industry," he said.

There are many who appear to think as he does. The chief executive of an important chemical group pointed out recently that wage settlements in a number of important industrial sectors during the recession could not really be termed moderate at a time of zero growth and—compared with world figures—modest inflation rates.

Last year average wages grew by just over 7 per cent, and the year before that the increase was somewhat higher. In all probability average wage rises will be rather steeper this year. Direct pay, however, is only part of the picture.

The West German trade unions lay great store in improving their members' fringe benefits—including social security payments, health care, subsidised meals, pensions and savings schemes in which the employer contributes. These now contribute as much as a third of personnel costs in some industries.

When the fringe benefit element is added to the cash wage settlement, the picture of the unions' achievement changes

substantially. For instance, when I. G. Metall, the giant metal workers' union, settled for a 6 per cent pay rise at the end of 1975—at a time when there were no real signs of a significant pick-up in the economy—the employers estimated that the improvement in fringe benefits brought the real level of the settlement up to about the 11 per cent mark.

The unions are also demanding—and getting—a much bigger say in the running of the country's major companies. This year concerns with more than 2,000 workers are implementing the provisions of a law which gives the workers, through their unions, near parity on the supervisory boards. Shareholders still, in theory, hold the upper hand in that they appoint the chairman.

It remains a point of trade union policy, however, to press for the introduction of parity on the supervisory boards—a move that is being stiffly resisted by the employers. Many, however, seem resigned to the fact that it will come.

A view among some employers is that the current near parity will make very little difference in practice to the running of companies. One said: "The power will remain with the executive boards. If anything it

will strengthen their power considerably—especially if the shareholders' representatives and the workers' representatives are divided. Parity would probably amount to the same thing."

Diverse

Others are less sanguine. A leading Frankfurt banker pointed out that shareholders' representatives frequently had diverse interests. Bankers, investment institutions, large private shareholders and small investors each tended to see companies differently. "In this case," he said, "the unions could easily employ divide and conquer tactics."

Few on the employers' side believe that the trade unions would be irresponsible in the exercise of their power, although there are some fears that there is an overly strong representation of the extreme Left Wing youth movement of the Social Democratic Party in the unions' apparatus. On past experience, the unions have shown responsibility, for instance, they have always been prepared to negotiate productivity agreements, including substantial redundancies as part of their pay settlement packages.

The signs are there that the final wedge between the unions and their members unions are getting out of touch with the shop floor. Parity on the boards could well widen the gap in understanding. If the unions gain parity, they will, in the main, not drawn from time to time, have to be caught by the educated specialists. In many respects, the issue of increasing representation and parity on the supervisory boards reflects these fears.

A recent survey of workers' opinions indicated that 51 per cent of the country's labour force valued job security way ahead of either increased pay or representation on the supervisory boards. While surveys are occasionally notoriously inaccurate, it was interesting to note that a poll of the employees of BASF, one of the "big three" chemical concerns, indicated that a majority would rather have a direct say in the running of the company than have intermediary acts for them.

The Frankfurt banker said:

"The signs are there that the final wedge between the unions and their members unions are getting out of touch with the shop floor. Parity on the boards could well widen the gap in understanding. If the unions gain parity, they will, in the main, not drawn from time to time, have to be caught by the educated specialists. In many respects, the issue of increasing representation and parity on the supervisory boards reflects these fears."

"Unions already have a big influence on the running of West German companies. An employer would be foolish, for example, to take a decision to lay off workers without full consultation with the unions. Up until now the unions have been able to bid behind the board and claim that unpleasant measures were imposed on them and unavoidable. This excuse will run pretty thin even with near parity. With it, it will not work at all. If professional trade union officials are seen in this position it could well drive the

Mounting cost of welfare

IN THEORY, the West German pension and unemployment systems and the official health scheme are separate entities. In practice, they are interlinked and—as each has financial problems—are presently pushing up expenditures on to each other with the Government's permission.

Unemployment, less steeply rising incomes, a drop in the pensionable age, the growing number of pensioners in proportion to the working population, and—in the case of the health insurance plan—a cost explosion have combined to lead the much admired system into trouble.

Few in need of help have slipped through the social security net during these past years of recession, but it is questionable whether the country can still afford so expensive a system.

The social security contributions paid by an individual wage or salary earner have by now reached a total of 16.5 per cent of income; this is matched by the employer. (Taxes and social security payments together now take no less than a 31 per cent lump out of average earnings against only 23 per cent in 1970.) This breaks down into 1.5 per cent for unemployment insurance, 6 per cent for health insurance and 9 per cent towards a mid-age pension. There is a level of income above which contributions are not further increased. Next January this level will go up to DM3,700 a month from DM3,400 at the moment in the case of pensions contributions and in DM2,775 from DM2,550 in the case of health insurance contributions.

Deficit

This means that many insured people whose incomes are above the old level will find themselves paying a total of just under DM1,100, split with their employer. Small wonder that Herbert Ehrenberg, the Minister of Labour, did not dare advocate a further increase in contribution rates to help the pension funds avoid a threatening deficit of more than DM50bn. by 1980.

When the Government could not go back on its election promise to raise pensions by nearly 10 per cent last July because of massive public protest, it became apparent that

cost saving reforms were necessary. Thus, two Bills were passed earlier this year which came into effect three months ago.

The first revised the mechanism of the index-linked pension in such a way that wage increases between 1975 and 1977 are going to determine the next pension rise instead of the period 1974-76. This formula leaves out 1974, when wages went up by 12.5 per cent. The increase payable should therefore be 7.3 per cent, rather than 8.5 per cent, according to the Labour Ministry's calculations.

Furthermore, the next adjustment will not be made until January 1, 1979—stretching the time to one and a half years against the present year.

The rest of the package consisted primarily of making the Federal Labour Office take on the pension contributions of the unemployed from the beginning of 1979. Since then—with more gloomy economic data available showing no prospect of a fall in the number of people out of work in the near future—the date has been pulled forward to mid-1978. This should bring the ailing pension scheme an additional DM1.4bn., though it is unclear where the labour office will find the money.

A separate Health Bill was aimed at the spiralling costs of the sickness insurance plan. Before it became law, shocked West Germans saw the spectacle of extremely highly paid doctors and dentists closing their practices in a token show to defend their interests. Aided by the pharmaceutical industry, which also feared Government intervention in its exceedingly profitable market, the medical profession voiced its opposition to all savings measures other than higher contributions on the part of their patients.

Yet the Bill provided for a regular "concerted action" meeting of representatives from all branches of the health sector to decide on income guidelines based on national average wage rises, costs and working hours. A ceiling on medicine prescriptions was introduced and a "transparency list" of comparable drugs was compiled to allow doctors to prescribe more economically.

The insured themselves have had to start footing the bill for

non-prescription medicines. Their share of dental bill has been increased and eye has had to get used to DM1 far each separate prescription. Premiums have to be paid for children who had been insured free of charge with their mother—if she had no income—when the D1 earnings are above the D1 a month level. The health insurance, the envy of German neighbours, is no longer granted so lavishly as in the days of the economic miracle.

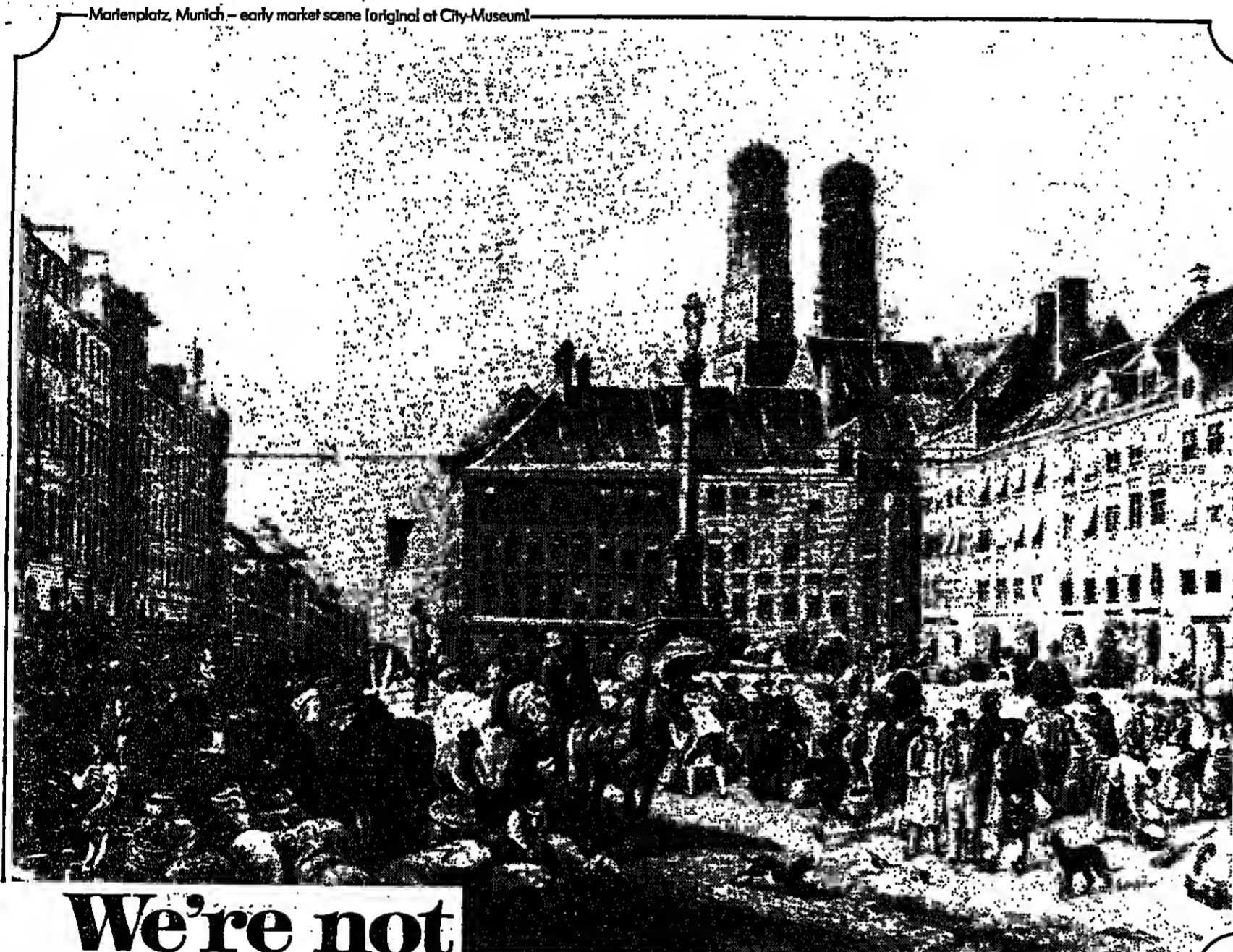
Curiously enough, the insurance funds have not been reporting improved for the period before the measures took effect—that the first half of this year was the same period of last year. Now they are afraid the second part of the bill has been clawing for will adverse effects on their health.

Lowered

Up to July the pension had reimbursed the health care for pensioners' health up to 17 per cent of total pension expenditure. This has been lowered to 11 per cent. Health funds may be able to offset this loss by saving medicines. Here costs will be only 2.7 per cent in January and April this year against 13 per cent in the period of 1975. It seems the number of "pill monsters" in the Ministry of Health recently described the citizens who take more than seven medications in a month—is dwindling away.

It remains to be seen whether the piecemeal repairs, channelling of obligations, one side of the social security system to the other, will already there is talk of a DM15bn gap in pension before 1980. If the rest continues, the outlook is longer term is even bleaker. Structural reform of system may be unavoidable under a constitutional ruling which demands that who at the moment are only 60 per cent of deceased husbands' pension—widowers should be treated alike by 1984. In view of fact that husbands get the pension when their wives the question arises of when money should come from.

Elgin Schrö



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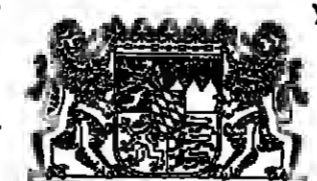
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President Carter and the Fed

By STEWART FLEMING, New York Correspondent

The money supply conundrum

CARTER Administration work with, there are grounds for believing the disagreements run deeper. The Carter Administration is Democratic, and for all the President's own financial conservatism, it has a political commitment to reduce unemployment. Dr. Burns was a staunch Republican when Mr. Richard Nixon appointed him chairman of the Fed in 1970. Since 1974 he has secured a reputation as the nation's chief inflation fighter. His preoccupation with this battle has threatened to conflict with the wider political concerns of the Administration.

But it is too easy to jump from such arguments to the assumption that last week's Press statement was a hint that the administration wanted Dr. Burns out. Such an assumption pays too little attention to the difficulties of finding a replacement.

There are other issues for the President to consider. He is under increasing pressure from business over economic policy. Earlier this month the Business Council, an influential group of top executives of the largest U.S. companies, said it was a "major cause of pessimism" in the business community that the administration "has not spelled out a consistent economic philosophy or programme."

Dr. Burns is one of the men with hands on the levers of economic power who are widely reckoned to inspire business confidence. Some senior executives admit frankly that along with the choice of a successor for Mr. Bert Lance and the forthcoming details of the tax reform proposals, whether Dr. Burns goes or who replaces him

is of key importance in judging the administration.

Whatever one makes of the complex issues surrounding the future of Dr. Burns as chairman of the Fed, it is clear both from public statements of administration officials and the published minutes of the Fed's own Open Market Committee (FOMC) that a fierce debate about the direction of monetary policy is under way in the government and outside.

Fed monetary policy is based on the belief that it can have a considerable influence on economic growth and inflation, and that it is implementing Fed policy more emphasis has been placed on controlling the money supply than was the case a few years ago. This shift of emphasis is itself under attack from economists who point out that the money supply data is unreliable for a variety of reasons, including inadequate seasonal adjustment.

Nevertheless, with money supply in mind the Federal Reserve Board, comprising the seven members of the Board of Governors and five heads of the 12 regional Reserve Banks, since 1974, set growth targets for the various measures of the money supply. There are two distinct targets—long term, covering four quarters; and interim, covering one. There is an upper and lower limit to the range, the aim being to try to ensure that money supply grows fast enough to sustain economic growth, but not fast enough to stoke the inflationary fires.

For the M1 measure of the money supply, for example, the current target for the second quarter of 1977 to the second quarter of 1978 is from 4 per cent. to 5 per cent. M1 aims to

measure the amount of currency in the hands of the public, plus demand deposits at banks.

Over the past two years the Fed has had mixed results in meeting its targets. Figures prepared last month by the New York investment bankers, Salomon Brothers, show that since the second quarter of 1975 the Fed has managed to keep the narrow M1 money supply below the upper long term target, at least until the end of the second quarter of 1977. But since the fourth quarter of 1975, the M2 measure, which includes time and savings accounts, has been consistently above the long run target.

There have also been three and four week spurts of the growth of money supply. Last April M1 grew at an annual rate of 20 per cent, for example. This year these bursts appear to have been getting more regular and to be responding less quickly to the Fed's attempts to restrain them. Thus after the April spurt there came another in July, and another at the beginning of this month. The result has been that for the past six months according to figures compiled by the J. Henry Schroder Banking Corporation, M1 has been growing at around 9.6 per cent. compared with the long term target of 5 per cent.

Hence the mounting chorus of criticism that the money supply is getting out of control. One of the aspects that this criticism tends to overlook is that M2 which includes time and savings accounts has not been accelerating so disturbingly. Some economists suggest that this may lead the FOMC to place more emphasis on this aggregate.

This makes it especially difficult to decide how to respond if the increases continue.

These problems would be big enough at the best of times, but in addition the issue is posed at what is widely thought to be a difficult period for economic policy generally. Since the third quarter real growth of Gross National Product fell to 3.8 per cent. at an annual rate, from around 7 per cent. in the first.

There are fears on Wall Street that the economy could be headed into a recession with inflation still running at 6 per cent. and perhaps accelerating. The Carter Administration is already saying that some fiscal stimulus may be needed early next year to keep the economy moving in late 1978 and 1979.

Credit

For the Fed to tighten credit again at such a time on the strength of money supply data which it cannot satisfactorily explain is not an easy decision to make. Mr. Charles Schultz, chairman of President Carter's Council of Economic Advisors, may have made the decision more difficult. Employing one of the more esoteric concepts in the monetary economists' arsenal, Mr. Schultz argues that a slowdown of the "velocity" of the circulation of money—the rate at which money changes hands—may mean that the faster growth of the money supply that is being experienced may be needed.

The members of the FOMC seem to be well aware of the delicacy of their task in setting monetary policy at this juncture. On September 26, before a congressional subcommittee, Mr. Charles FOMC, a member of the FOMC, remarked that "with unemployment rate nationally hovering around 7 per cent. we would not want to contribute to conditions in credit markets that might imperil the prospects for sustained economic recovery."

Further clues to FOMC views emerge from the minutes of its meeting of September 20, published on Friday. In what can readily be interpreted as a reference to the velocity of money debate, the minutes quote a remark that the fast growth of M1 "might represent a return to a more typical relationship between that rate and the growth rate in nominal Gross National Product following a period in which the demand for money has been held down by changes in financial practices."

Beyond the technical debate there lie the broader issues which are stirring political and economic anxieties. Thus monetarist economists such as Prof. Milton Friedman, complain that the Fed has failed to act firmly enough to control the money supply, and that its excessive growth could possibly lead to double digit inflation in 1978 or 1979. Prof. Friedman argues that the Fed has been paying too much attention to the White House in setting its monetary policy.

For its part the Carter administration is making it clear that so far as it is concerned the Fed has pushed its monetary policy close to the point where higher interest rates threaten economic expansion by dampening interest sensitive sectors of the economy such as housing and capital investment.

Last week the FOMC met again, and in a month's time the contents of its deliberations will be published. Investors on Wall Street will be watching closely over the coming weeks



Dr. Arthur Burns

to see which way the Fed is moving. If money supply continues to grow rapidly, will it harden its credit policy again, or will it grit its teeth and hope that the sharp increase in the past six months and the slower growth of the economy will bring monetary growth under control?

Whatever it does, it is facing criticism from both sides. If it fails to act, its credibility as the nation's independent inflation fighter will be assailed by monetarist economists. If it tightens credit and raises interest rates it will have moved closer towards a conflict with the Administration.

Some would argue that this would sink Dr. Burns' chances of reappointment. But the President need not decide that issue until January. In all probability, both in economic and in political terms that is quite a long way off.

Business

Dr. Burns is one of the men with hands on the levers of economic power who are widely reckoned to inspire business confidence. Some senior executives admit frankly that along with the choice of a successor for Mr. Bert Lance and the forthcoming details of the tax reform proposals, whether Dr. Burns goes or who replaces him

Letters to the Editor

National value or investment

Mr. A. MacGregor

It is worth developing separate ideas of Messrs. Lord Rooker (October 13) and to demonstrate that for much of public investment we do obtain national value.

A man who costs £3,322 p.a. £2,085 p.a. that we as employer is the state, to clients and purposes he only £2,085 p.a. If that man were by the state, say at a cost of 30 p.a. To the nation as a whole the national marginal cost of employing that man is only 30 p.a.

London Transport proposes to £25m. on automatic ticket collection, to collect £6m. p.a. unpaid fares and to save 1,000 on reduced staff. We have seen above that we as employer with high unemployment do not save the £300,000. Further any economist will agree that if the non-payers are forced pay, some of them will stop travelling by tube, so LT will not over the full £3m. What it does in fact, recover, lending, nation, must come from reduced expenditure elsewhere in economy, by definition reducing employment and reducing indirect tax revenue.

What LT is proposing is that should invest £5m. in non-productive equipment to achieve at the nation is a futile eternal accountability exercise which will have the socially intractable effect of increasing unemployment. The operating loss of public industry is relevant to the wealth of the nation.

The entire SD1 Rover development and plant cost us £93m. 3,000 direct jobs, the new direct engine plant is reputed to cost us £70m. for 2,000 direct jobs. By investing in these productive factories we are increasing an asset which will add employment and add to the wealth of the nation. If the has £55m. to spend, we probably purchase overworkplaces which will help both our economic and problems. Can anyone explain how the same money spent in ticket machines will earn a standard of living the rest of the world?

If there is a genuine short-fall, not one created by differences in national achievement next to nothing, and less than nothing, socially by reducing services employment in the public sector. The stupidity of investing to achieve this end can be appreciated by our over-competitors.

our Prime Minister really Moses, as Mr. Jay suggested, he would be crying out the accountancy profession at my People Go. As a nation must least to account in terms of national wealth added. T. MacGregor, 100, Idore Terrace, W.2.

the course. The average age of the class on graduation was 27. The receding tide of inflation and the strength of sterling have improved the prospects for British business which, in turn, have given rise to heightened interest in recruiting young men and women with the potential to manage in what is hoped will be an era of expansion. Almost 200 companies have been in direct communication with the school regarding specific job opportunities and, of course, there are many more companies which have been in touch with our students as a result of general advertisements. The following tables show the desirability of masters graduates over the past three years:

General sector of the economy	1977	1976	1975
Manufacturing	49	47	45
Banking and financial services	15	20	19
Trading and service companies	16	13	10
Consultancies	9	9	9
Public sector	3	4	4
Own company	8	7	4
Area of first appointments			
Finance	22	24	29
Marketing	17	23	15
Planning	17	13	14
General management	16	9	16
Consultancy	15	15	11
Management	9	2	7
Services	4	5	8
Personnel	—	—	—

These statistics reveal a fairly constant pattern of employment of our graduates. Manufacturing industry absorbs by far the highest percentage of Business School students and Finance and Planning provide the most favoured functional opportunities, followed closely by Marketing. Many of our students espouse the view that small is beautiful and believe that they will have an earlier opportunity of exercising their newly acquired skills in a small or medium-size business. The high percentage who go into the field of general management is a reflection of this attitude. There has also been a steady growth in the number of graduates going into business on their own account. Students remain unconvinced of the advantages of going into the production side of manufacturing but there has been a noticeable increase in inquiries about production recruits from engineering companies which may lead to better results next year.

The average salary of those who found employment in the U.K. was £7,300, excluding the considerable fringe benefits which have been a feature of this year's job offers. Salaries ranged from £6,000, which was offered to the 23-24 age group without previous business experience to £8,700.

The most encouraging aspect of the recruitment season has been the appearance at the school of many small and medium-sized British companies looking for highly trained recruits to help them in their plans for expansion at home and abroad. There has been a growing demand for foreign language qualifications in job specifications and London Business School has been able to respond to this requirement because we encourage the learning of a second language and we offer an International Management Programme which enables students to study and work in France and in the United States. The great majority of our graduates start off their new careers in this country, but this year we are also providing assistance to those who have interests in Singapore, Hong Kong, Japan, Australia, the

Preference shares

From Mr. S. Bavier.

Sir,—Mr. Stern's article entitled "Comeback for Preference Shares" (October 14) does not, I feel, consider fully the differing effects of an issue of preference shares as opposed to an issue of Ordinary shares to the price of a company's Ordinary shares.

It is necessary to look at the longer term effects where a company may at a later date undertake capital expansion financed by a fixed-interest loan. Any issue of Ordinary shares will participate in the additional profits (after interest on the fixed-interest loan) whereas preference shares will not. Thus if Ordinary shares were originally issued to finance the first expansionary phase (fixed interest financed) will have to be distributed over a larger number of shares than if preference shares had been issued. This will have some effect on the price of the Ordinary shares.

I can only conclude, therefore, that issuing preference shares must have some gearing effect as the proceeds will not be taken into account in any company's financial strategy. S. C. Bavier, 5 High Street, Kingswood, Wotton-under-Edge, Glos.

Oil and gas in the U.S.A.

From the Manager, Policy Development and Economics, Continental Oil Co.

Sir,—Your front page report (October 14) on President Carter's attack on the U.S. oil and gas industry accusing it of "the biggest rip-off in energy history" contains inaccuracies and omissions.

You state that the Senate voted to allow the price of new gas to rise immediately above \$1.76, said it should reach \$3.36 per thousand cubic feet by 1985 and then two years later all price controls on gas should be removed. In fact, the Bill which passed the Senate provided for controls for two years at approximately \$2.50 per MCF (the BTU equivalent of No 2 distillate in NY Harbor) and then de-regulation of new on-shore gas. For new off-shore gas, the Federal Energy Regulatory Commission would set the price for five years, thereafter new off-shore gas would be decontrolled. The Bill sets no specific figure of \$3.36 nor does it provide for decontrol of all gas as your report implies. It should also be pointed out that the Senate passed a decontrol measure last year and the current Bill is a modified version of that Bill so that the Senate position has not been arrived at after hasty lobbying by the oil and gas industry.

With regard to oil, the windfall tax does not bring the price up from \$5 per barrel as you state but from an average which is currently near \$8.50 per barrel to the world price in three stages. The statement that newly discovered oil can be priced at the world level and is not taxed is incorrect. The administration intends to intro-

Magnificent aircraft

From Mr. D. Cutler

Sir,—The interesting Lombard Comment by Anthony Harris (October 20) was very much to the point except on one count viz the reference to the VC10. There was no "misguided ingenuity" about the development of this magnificent aircraft—indeed it is one of the tragedies of civil aviation that it was not adopted to the maximum extent by U.K. airlines which failed to foresee the remarkable passenger preference which would be experienced mainly owing to the outstanding quietness inside the plane. In fact it will be remembered that on many occasions the VC10s were fully booked while the 707s were flying across the Atlantic with many empty seats. There was also the feeling of greater safety in a plane which could land at a lower speed and in a shorter space.

With a much larger initial adoption of this aircraft the unit cost would have been lowered and the subsequent history might well have been very different. It is perhaps significant that relatively recently the Chinese expressed great interest in this plane and it is believed that consideration was even given to the feasibility of resurrecting the production line.

S. C. Cutler, 2 Woodlands Road, Surbiton, Surrey.

To-day's Events

- GENERAL: Cabinet considers Treasury proposals for public spending over next five years.
- Mr. Denis Healey, Chancellor of the Exchequer, expected to discuss his Mini-Budget proposals with TTC.
- EEC Fisheries Ministers begin two-day meeting, Luxembourg.
- European Parliament begins new session, Luxembourg.
- Mr. Morarji Desai, Indian Prime Minister, continues visit to Soviet Union.
- Zambia Independence Day. Closing speeches begin at Windhoek public inquiry. Whitehaven British Caledonian Airways starts its non-stop service from London to Houston, Texas.
- Greek trade mission visits London.
- Lord Mayor of London attends Fructurers' Company Mansion House, E.C.4.
- OFFICIAL STATISTICS: Construction new orders.
- COMPANY MEETINGS: See Week's Financial Diary on Page 12.
- ROYAL OPERA: Production of Don Carlos, Covent Garden, W.C.2.
- MUSIC: Tessa Nicholson gives piano recital of music by Bach, Mozart, Schoenberg, and Chopin, St. Lawrence Jewry next, Guildhall, E.C.2. 1 p.m.
- ELIZABETH PRIDAY (soprano) and TIMOTHY DAY (organ) perform works by Monteverdi, Frescobaldi, Gibbons, and Purcell, St. Andrew-by-the-Wardrobe, Queen Victoria Street, E.C.4. 1.05 p.m.
- Collegium Con Basso (two violins, viola, cello and double bass) play works by Mozart, Michael Haydn, and Genzmer, Wigmore Hall, W.1. 7.30 p.m.
- Janet Baker (mezzo-soprano) and Andre Previn (piano) in programme of Cavalli, Haydn, Schumann, Previn, Faure, and Head, in aid of Venice in Peril Fund, Royal Festival Hall, S.E.1. 8 p.m.
- SPORT: Tennis: Slazengers tournament, Surbiton.

¥15,000,000,000

Inter-American Development Bank

6.8% Japanese Yen Bonds of 1977

First Series

Due September 29, 1989

The Nomura Securities Co., Ltd.

- Daiwa Securities Co. Ltd.
- The Nikko Securities Co., Ltd.
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- The Nippon Kangyo Kakumaru Securities Co., Ltd.
- New Japan Securities Co., Ltd.
- Sanyo Securities Co., Ltd.
- Wako Securities Co., Ltd.
- Merrill Lynch Securities Company Tokyo Branch
- Okasan Securities Co., Ltd.
- Osakaya Securities Co., Ltd.
- Yamatane Securities Co., Ltd.
- Loeb Rhoades Securities Corporation Tokyo Branch
- Dai-ichi Securities Co., Ltd.
- Koa Securities Co., Ltd.
- Marusan Securities Co., Ltd.
- Toyo Securities Co., Ltd.
- Yachiyo Securities Co., Ltd.
- The Kaisei Securities Co., Ltd.
- Koyanagi Securities Co., Ltd.
- Nichiei Securities Co., Ltd.
- Tokyo Securities Co., Ltd.
- The Chiyoda Securities Co., Ltd.
- Ichiyoshi Securities Co., Ltd.
- Maruman Securities Co., Ltd.
- Meiko Securities Co., Ltd.
- Mito Securities Co., Ltd.
- The National Securities Co., Ltd.
- The Toko Securities Co., Ltd.
- Towa Securities Co., Ltd.

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More optimism than for 7 years

BY ELINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT

A FURTHER marked increase in consumer confidence is revealed in the British Market Research Bureau's survey of financial expectations.

Interviewed at the beginning of this month, people were more optimistic about the future than at any time since the beginning of 1970.

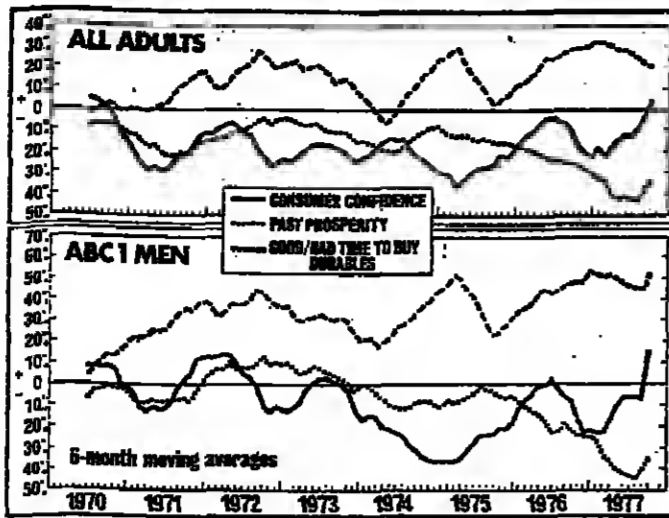
This continues the improvement which began in the spring and means that the six-month moving average figure is at last showing a small balance of optimists.

The respondents were also feeling better off than at any time since April 1976, though they were less enthusiastic about the advisability of buying consumer durables this month—possibly because they no longer felt the same need to beat inflation by spending money now.

All the categories of people interviewed in October were more optimistic about the future than in September, though women—particularly those in manual jobs—were noticeably less confident than men.

Among all adults, the optimists outweighed the pessimists by 26 per cent, against 15 per cent in September and 6 per cent in August. Until the summer, the pessimists had heavily outweighed the optimists.

Positive
As a result of this sustained improvement, the six-month moving average index for consumer confidence showed a positive balance of 4 per cent.



cent, those who expected things to get worse.

The six-month moving average index for ABCI men moved into the positive last month and now shows a balance of 18 per cent.

For some time, many people seem to have based their optimism on the view that things must improve because they cannot get worse. This month, people tended to give more positive reasons for their optimism.

The proportion of respondents saying they were more confident because inflation was under control increased from 10 per cent in September to 15 per cent in October, while those saying the Government was doing a good job rose from 5 per cent to 10 per cent.

The proportion of people thinking unemployment would increase also fell this month. Those expecting it to get worse still outnumbered those expecting it to improve by 16 per cent.

In some areas, such as Humberside, people are even more gloomy about the prospects for employment.

Steady
The respondents are also asked each month whether they think their family is better or worse off compared to a year ago.

While in October, the proportion saying they were worse off outnumbered those saying they were better off by 20 per cent.

Older women generally seemed more confident about getting a fair share of their husband's pay rise than younger women.

Some 56 per cent of women over 55 interviewed said they would get an equivalent increase in housekeeping, against only 45 per cent in the 35-54 age group.

Because of the steady improvement in the monthly past prosperity seen since July, the six-month figure for all adults is also beginning to improve noticeably.

It now shows a negative balance of 33 per cent, against 43 per cent in May when past prosperity, as measured by the Bureau, was at its lowest point ever on a six-month basis.

The improvement this month was most noticeable among men in blue-collar jobs where those saying they were worse off compared to a year ago, outnumbered those saying they were better off by 15 per cent, against 25 per cent, last month.

Inflation
Women from the same background did not think things had got noticeably better since September. It is these (22) women who still seem to be feeling worst bit by inflation.

In a special question this month, married women were also asked whether they thought they would get a 10 per cent rise in their housekeeping money if their husbands got a 10 per cent salary increase.

Just under half said they thought they would get an equivalent increase in their housekeeping money, but a third said they would not.

Provos hit Irish EEC membership
By Our Own Correspondent

BELFAST, Oct. 23.
AN ATTACK on Ireland's membership of the EEC formed the bulk of the presidential address by Mr. Rory O'Bradaigh at the annual conference of Provisional Sinn Fein today.

The conference was being watched by observers for any signs of a weakening of the Provisionals' resolve to continue their campaign in Northern Ireland in the face of increasing security successes.

Some may take the concentration on "legitimate" political issues by Mr. O'Bradaigh as signs of such a weakening but he also warned that Sinn Fein was a revolutionary movement, committed to revolution across the board and from top to bottom.

He said Mr. Roy Mason, the Northern Ireland Secretary of State, was tightening the screws but that this would only strengthen the people's resolve.

His speech followed a predictably hard-line one from vice-chairman David O'Connell on Saturday night. Mr. O'Connell, who recently served time for membership of the IRA, said the active members of the movement would continue to fight.

Mr. O'Bradaigh, possibly with the planned direct elections to the European Parliament in mind, called for a massive campaign to get Ireland out of the EEC.

A FINANCIAL TIMES SURVEY

COMPUTER PERIPHERALS

NOVEMBER 2 1977

The Financial Times is preparing to publish a survey on computer peripherals. The main headings of the proposed editorial synopsis are set out below.

INTRODUCTION. Sweeping advances in electronic technology fuelled by the insatiable demand for ever-higher performance consequences for the computer industry and for users.

THE PLUG-COMPATIBLES WAR. IBM and now ICL are facing new competition from manufacturers specialising in the most expensive sectors of peripheral equipment and able to offer extremely attractive rates to users.

IMPROVEMENTS IN STORAGE TECHNOLOGY. Storage of data, various types of memory devices is possibly the area to which the most attention is being paid at the moment. The reasons.

PRINTING. Costs, particularly for staff and paper, are rising so fast that many companies which have been very near the brink are moving towards extensive use of computer data. Use of microfilm. The problem and the solutions.

DISPLAYS WITH A MIND OF THEIR OWN. Initially displays and keyboards were supported by an external computer; now some have extended memories and others are small computers in their own right.

AIDS FOR THE DESIGNER. Plotters of plans are becoming faster and more accurate and joining their ranks are units able to turn a rough sketch into a finished drawing or a photographic master. Smaller facilities will provide designers with the control tape for a machine tool, by-passing the need for a preliminary model.

PRINTING WITHOUT IMPACT. Thermal printers, ink-jet printers and now laser-beam designs are all methods seeking to quieten and speed up printer output.

DATA CAPTURE AT THE CROSSROADS. After key to tape and key to disc there could be rapid conversion to direct data entry. However, both Univac and IBM predict that punched cards will still be around for years.

The proposed publication date is November 2 1977. Copy date is October 26 1977. For details of the advertising rates and of the editorial synopsis contact:

Robert Murrell

Financial Times, Bracken House, 10 Cannon Street, London EC4A 3DF
Tel. 01-243 8000, Ext. 240 • Telex 885033 FINTIM G

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

The content and publication dates of the Financial Times are subject to change at the discretion of the Editor.

New Issue This advertisement appears as a matter of record only October 20, 1977

REPUBLIC OF THE PHILIPPINES

DM 100,000,000
7 1/4% Bearer Bonds 1977/1984

Issue Price: 99 1/2%

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DEN NORSKE CREDITBANK	CREDIT LYONNAIS	DAIICHI KANGYO BANK NEDERLAND N.V.
DEUTSCHE LANDESBANK ANTWERPEN	DEN DANSKE BANK A/S	DEN DANSKE PROVISBANK A/S
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SUMITOMO FINANCE INTERNATIONAL LIMITED	SMITH BARNEY, NARRIS UPHAM & CO. INCORPORATED	SVENSKA HANDELSBANKEN
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	YAMAICHI INTERNATIONAL (EUROPE) LIMITED	

COMPAGNIE BANCAIR

Report by the Board of Management
1st half of 1977

Operations
Credit restrictions imposed a rigorous limit on the operations of the Group's credit companies. The relaxing of the latter's commitments, already imposed upon them in 1975 and 1976 by the need to restrict their outstanding loans in accordance with mandatory regulations, was only partially offset by the additional loan facilities which accompanied their debenture loan issues.

Profits of the Compagnie Bancaire
(in millions of francs)

	1975	1976	1st half 1977
Income from investments*	35.9	46.6	4
Profit from banking operations	25.3	43.5	3
Gross profit, excluding capital gains	61.2	90.1	8

*The Compagnie Bancaire collects the vast majority of its investment income during the first half of the year.

Consolidated Profits of the Compagnie Bancaire
The Compagnie Bancaire is entitled to a share in its subsidiaries' profits proportional to its shareholding. Its "consolidated profits" are made up of these entitlements and own profits.
(in millions of francs)

	1975	1976	1st half 1977
Group gross profits	710	833	
Tax	-344	-414	
Outside shareholders' interest	-198	-200	
Net consolidated profits of the Compagnie Bancaire	168	219	

On May 4th, 1977, the Compagnie Bancaire's capital was increased from F 306,299,000 to F 382,873,700.
The new shares, paid up by incorporating reserves, were distributed free to shareholders on the basis of one new share for four already held. They will entitle the holder to the dividends to be paid for 1977.

Notes on accounts:

- The gross profits of the Group's companies were computed tax but after appropriations to depreciation accounts and provision for future charges and authorised risks. They also include, where necessary, appropriations to provisions for free reserves.
- The profits of Cetelem and Cofis for the first half of 1977 are strictly comparable to those for the previous two years, when additional appropriations to the provision for interest cut-off position were deducted from profits shown. These exceptional appropriations amounted to million francs in 1975 and 40 million francs in 1976.
- Three debenture loans, amounting to 1,100 million francs were issued during the first six months by the Compagnie Bancaire U.C.B. and U.F.B.
- The Commissaires aux Comptes (auditors) have certified the position and accounts of the Compagnie Bancaire and the positive consolidated accounts of the Group as of June 30th, 1977, were up according to the same rules and procedures as those employed these same accounts as of December 31st, 1976.

Financial Spread
In the first half of 1977, the Group's credit and leasing companies handled total outstanding loans to the tune of 42,700 million francs on which their average gross financial spread, after deducting loan charges, was 4.5%, that is:
2.7% for overheads, depreciation and provisions
1.8% for pre-tax profits

Profits of the Group's Companies
Gross profits, excluding capital gains (in millions of francs)

	1975	1976	1st half 1977
Business equipment finance	69.0	80.5	42.7
U.F.B. LOCCABAIL (financial profit)	65.8	100.5	53.8
Consumer Finance			
CETELEM-COFICA (consolidated profits)	90.4	107.6	58.7
Housing and property finance			
U.C.B. - C.F.E.C. (consolidated profits)	308.9	308.8	149.4
LOCCABAIL-IMMOBILIER (financial profit)	50.4	59.4	36.2
Property development			
SINIVIM (consolidated profit)	41.6	44.4	14.7

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OVERSEAS MARKETS

Recovery in dollar sector

Robonds... Recovery in dollar sector... The recovery in prices has not restored confidence among dealers. If the previous fortnight's fall in prices had happened in the absence of much retail selling, last week's recovery would have involved even less retail buying.

CURRENT EUROBOND ISSUES. Table with columns: Borrowers, Amount, Maturity, Av. life, Coupon, Price, Lead manager, Offer.

Cuajone gets loan of \$53.4m.

LOAN agreements have been signed with a consortium of 28 banks led by Chase Manhattan Bank to provide a further \$53.4m for the Southern Peru Copper Corporation's Cuajone project.

MONTHLY INDEX AND YIELD

Table with columns: Index, Yield, and various market indicators.

Indices

EW YORK - DOW JONES. Table showing index values and yields for various markets.

N.Y.S.E. ALL COMMON

Table with columns: Index, High, Low, and other market data.

MONTREAL

Table with columns: Index, High, Low, and other market data.

TORONTO

Table with columns: Index, High, Low, and other market data.

JOHANNESBURG

Table with columns: Index, High, Low, and other market data.

AMSTERDAM

Table with columns: Index, High, Low, and other market data.

GERMANY

Table with columns: Index, High, Low, and other market data.

JOHANNESBURG

Table with columns: Index, High, Low, and other market data.

AUSTRALIA

Table with columns: Index, High, Low, and other market data.

OVERSEAS SHARE INFORMATION

Large table listing various international stocks and their prices.

INVESTMENT PREMIUM

Table showing investment premium based on \$2.50 per £100.

CANADA

Table listing Canadian stocks and their prices.

AMSTERDAM

Table listing Amsterdam stocks and their prices.

TOKYO

Table listing Tokyo stocks and their prices.

Handwritten signature 'John Smith' at the bottom of the page.

AUTHORISED UNIT TRUSTS

OFFSHORE AND OVERSEAS FUND

Main table listing various unit trusts and offshore funds with columns for fund names, managers, and performance metrics.

Table titled 'FINANCIAL TIMES STOCK INDICES' showing various market indices and their values.

Table titled 'HIGHS AND LOWS S.E. ACTIVITY' showing high and low values for different categories.

Table titled 'FINANCIAL TIMES STOCK INDICES' with a second set of market index data.

Table titled 'HONG KONG' listing various stock indices for the Hong Kong market.

Table titled 'SINGAPORE' listing various stock indices for the Singapore market.

Table titled 'HONG KONG' with a second set of market index data.

Table titled 'INSURANCE, PROPERTY, BONDS' listing various insurance and investment products.

INSURANCE, PROPERTY, BONDS

Main table listing insurance, property, and bond products with columns for product names and details.

Advertisement for CLIVE INVESTMENTS LIMITED, including contact information and a list of investment products.

Advertisement for INSURANCE BASE RATES, listing various insurance policies and their rates.

FINANCIAL TIMES SURVEY

Monday October 24 1977

The Printing Industry

The technological revolution in the printing industry is only just getting under way. For all sectors, not least newspapers, it is posing a variety of fundamental questions about manning, investment and choice of systems.

meet its daily deadlines—and, it must be said, because of the wealth of the large American newspaper publishing groups that have acted as technological pace-setters for the rest of the world.

The basic factors making up the technological revolution are therefore common to all sectors of the printing industry. But there are differences in the way in which the various factors differ considerably from one sector of the industry to another.

The rest of the printing industry in terms of sales is far larger than the newspaper sector. Last year in the U.K. newspaper and periodical printing had sales of just under £1.1m, while the rest of the industry (packaging, as boxes and cartons, stationery, general printing, etc.) totalled not far short of £3m.

Emphasis

Put simply, colour is at the heart of the general printing industry. What speed is to the newspaper, colour is to most of the rest of the printing industry. "Quality" means basically quality of colour, and this accounts for the emphasis in general printing on technical developments, in the processing and printing of colour, and for the substantially different types of web offset presses to be found in general printing compared with newspaper publishing. Thus,

although the spread of web offset presses is a theme common to newspapers and to general printing, the detailed application is markedly different. On the other hand, text handling and phototypesetting equipment is roughly standard across the entire industry, much to the regret of many general

printers, who feel that their special needs have not yet been fully taken account of by the suppliers of such equipment. Industrial structure also has a strong bearing on the pace of technological development and on the ability to track and quantify its progress. The newspaper industry is characterised by large publishing groups spanning either large geographical areas, or a large range of newspaper publishing (national, local, weekly, etc.) or both.

Where this generalisation is somewhat less true, notably in the U.S., there are active trade associations, and the result is much the same—rapid permeation of new ideas, a relatively clear bird's-eye view of the state of the art, often but not

always backed by precise statistics (how many U.S. newspapers are web offset, have computerised text handling, etc.) and above all a clearly discernible technological policy, cautious or aggressive, laid down from a comparatively few corporate headquarters.

But general printing is still highly fragmented, despite the presence of some large companies. In the U.K., industry statistics show that 55 per cent of establishments employ under 25 people, and about 85 per cent employ under 100. Patterns of technology, particularly of technological change, are therefore harder to establish—quite apart from the obvious difference in the needs of, say, a specialist book printer compared to a packaging and mail order catalogue house.

But it must not be assumed that the bigger the establishment, the more technologically progressive it is. In U.S. and/or specialist markets, moreover, new technology, which in newspapers has if any-

early 1970s, with the smaller following on rapidly; in fact all came the big metropolitan papers in New York, Washington and Chicago. In British newspapers, it has been certain medium-sized provincial groups (for example, Portsmouth and Sunderland Newspapers, East Midlands Allied Press, Wolver-

hampton Express and Star) which have led the field, with Fleet Street still trying to free itself from the bog of suspicion—suspicion between rival newspaper managements, and between managements and unions. Similarly, in the general printing industry it is often the small printer who has set up shop on a green field site that has been able to exploit the best in new technology. One of the most attractive features of the printing industry, historically and sociologically, has been the ability of trained men—craftsmen, small entrepreneurs, call them what you will—to set up on their own, to serve local and/or specialist markets.

Moreover, new technology, which in newspapers has if any-

thing, strengthened the trend towards concentration (as in so many other industries), has in the rest of printing encouraged the entry of new small firms. For example, specialist typesetting concerns are far from being a new phenomenon in the industry. But the advent of cheap photocomposing systems,

that they demand new skills and could expand the total volume of work, as happened at the end of the last century, is small comfort to some.

This must rank as the toughest challenge to face any group of unions since the war, and it is hardly surprising (though hardly pleasing to employers) that the unions have been at times difficult, at times constructive, but above all cautious. While labour relations in the printing industry as a whole must not be judged by or confused with the situation in Fleet Street, nevertheless the fundamental problem—how to cope with the social consequences of technological change while at the same time progressing sufficiently rapidly to stay in business vis-a-vis the competition—remains true throughout the British printing and publishing industry. Although as a problem it has been there for some years, it is really no nearer to solution.

photographs or other art work can be electronically made-up into, for example, magazine cover pages. In both cases it is a question of digitising the information (text information, colour information), calling it up on some sort of screen, using screen controls like a cursor and co-ordinators, to change the images around, and then printing out the final result on film.

Both types of equipment cannot be far away now in terms of commercial reality. Both will have great impact in their respective spheres of printing, both on operations and on employment. Both will add impetus to the other's great change in the coming years. The printing industry has gone through the stage of making a film.

Yet at the same time the technology is still moving ahead, with the aim of consolidating and simplifying operations into single—or single sets of—black boxes. The manpower consequence grows more acute as time passes.

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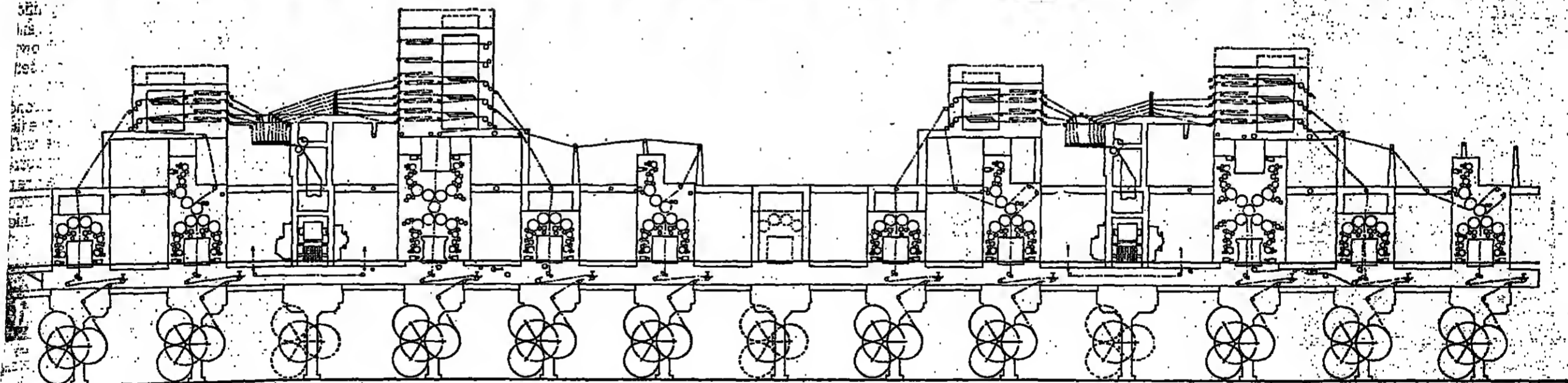
Groundswell of change

By Rex Winsbury

History

The whole history of printing and publishing is the history of interplay between advances in printing technology and changes in the market demand for, or in the receptivity to, printed matter. The challenge of the new technologies is therefore to spot and exploit their market potential; but this time with an eye not so much on rival printers, as on rival electronic publishing media that do not use paper at all, and may erode not so much the habit of reading, as the habit of reading paper. The "printer" of the complete page, in general, printing the equivalent is the equivalent of a vastly different animal colour scanner, by which colour

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Photocomposition frames the future

THE SETTING of type is by definition at the very heart of the printing industry, and it has been revolutionised twice before — by Gutenberg, at the end of the 15th century, with the invention of moveable type, and by Ottmar Mergenthaler, at the end of the 19th century, with the invention of a machine to replace hand assembly of type. Now the third revolution is under way, the replacement of the type-casting machine by photographic methods of setting type, allied with a computer to formulate the text and drive the phototypesetter.

Phototypesetting methods have been known for many decades, but only since 1950 has this method begun to make inroads, and principally since the middle 1980s, due in large part to its compatibility with offset printing, also spreading fast at the same period. To-day, the industry presents a patchy appearance — a mixture of the old and the new, an industry very definitely in transition. It must be said that there are printers who are sceptical about the real cost-effectiveness of phototypesetting, compared with traditional methods, but even these sceptics admit the force of "keeping up with the Joneses," which seems likely to complete the switch to photocomposition for the majority of the industry over the next, say, seven years.

Apart from the impetus from the newspaper industry, the most notable features of contemporary developments in phototypesetting are the broadening of the cost and capacity range of such equipment, and the ever closer integration of phototypesetting with the so-called "front end" systems which generate the text in the set. It is in the "front end" that many of the really exciting developments are taking place: yet paradoxically

in these developments may be found the seeds of the eventual disappearance of typesetting as a separate section of the printing cycle. At one end of the cost and capacity range we now have monster machines that produce a full-width newspaper page, so-called 100 pica machines, at a top rate of 3,000 lines per minute. One may instance the Linotron 606 machines now running in at the Daily Mirror plant in London and already in use in certain places in the U.S., or their American equivalents like the Harris 7600, or the Autologic APS 5. Such equipment is likely to cost over £100,000 a time, and to churn through text at a rate that must surely represent the ultimate in speeds of setting that anyone can usefully contemplate. In physical bulk, such machines are impressive without being overwhelming; the 606 stands nearly 6 feet off the ground, and is nearly 7 feet long, weighing nearly 1,700 lbs.

Development

At the other end of the scale there is the development of the small, virtually desk-top typesetter. One may instance the Compugraphic 4600 which measures a mere 24 inches wide and 14 inches high, and the cost of a small set should be under £15,000. In short, phototypesetting machines are now straddling the market in response to the highly varied requirements of potential users. It is arguable that the influence of newspaper requirements still means that many systems are inferior from a general printing point of view. Certainly, the biggest interest from general printing lies in the continued development of totally re-keyboarding repeat orders. In the newspaper industry, such units are made up of VDUs for the typists (for example, text storage and correction via the computer, and a device to print out the

seems to be claiming an ever larger part of the market. Phototypesetting is particularly suited to book work, but is making clear inroads elsewhere, as in magazines and mail order work. Even the sceptics realise that phototypesetting gives the ability to adjust face sizes more easily, and to store and recall text more or less at will. But this really is the rub of the matter — it is no longer the ability to photoset type that is important, so much as the system of which this is part (perhaps one should say, the end result).

For it is at the "front end" that major advances are being made, in particular with the switch, only now in its beginnings in the U.K. general printing industry, from pure keyboard entry towards use of the Video Display Terminal as the "operator interface" with the typesetting system. Admittedly, the distinction between a keyboard with some sort of visual marking display of the last words and characters keyed in, and the fully interactive VDU, is increasingly becoming a fine and indeed arbitrary one. But the glossy ads for typesetting systems almost invariably centre round the use of a VDU these days, to take advantage of the full capacity of a computer typesetting system. The VDU is a device for simple entry of text; for proofing and correcting the text so entered, whether it be keyboarding errors or authors' corrections: for entering and verifying typographical commands; and for storage and recall of text (perhaps via a tape or floppy disc) for later updating. This can cut out a great deal of proofing on paper, reduce error rates and costs, and avoid the necessity of totally re-keyboarding repeat orders.

In the newspaper industry, such units are made up of VDUs for the typists (for example, text storage and correction via the computer, and a device to print out the result; and this is also a description of a printer's photosetting system. Not surprisingly, some industry pundits have forecast a drastic cut in work being contracted out to professional printers, as larger clients take on more and more of their own work. Significantly, Pira, the industry research association, is now mounting a study on exactly this problem, which is intended to look at word processing as a replacement for short-run printing, in particular linked to high-speed duplicating.

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Pressing for changes in technology

THE SUBSTANTIAL economies which computer typesetting has made possible may have diverted general attention from the improving technology at the next stage of the printing process, in the press room.

This may partly be because the spectacularly large presses to be found in Fleet Street have not only remained essentially unchanged, but are likely to do so for some time to come.

The very large capital investment locked up in Fleet Street presses and the very low returns on capital are two reasons why a change from the old letterpress techniques is unlikely. Letterpress will survive among the large circulation newspapers for the foreseeable future because the steron cheap and is easily made from the page impressions produced through the traditional hot metal typesetting process.

In the provinces, however, the outlook is different. Many newspapers have changed over from letterpress to the more modern web offset presses and the new evening papers started in the late 1980s by Thomson's all had stereo plates cast in metal are

first inked and then make a direct impression on to the paper. It is basically a simpler process which does not require as close tolerances as web offset. Furthermore, web offset requires fine adjustment of the ink and water mixture to produce a good image.

Because of this, offset presses have in the past run slower than letterpress and have been subject to larger waste at the beginning of the run when the ink settings were being adjusted. Recent developments, however, have speeded up offset presses to a capacity of about 70,000 impressions an hour which is as good as can be achieved by most letterpress.

In addition, computer control of the inking like the Rockwell press control system (PCS) has enabled the presses to produce saleable copies almost immediately after the start-up. Rockwell claims waste has now been cut down to about 2 per cent, compared with about 12 per cent, a few years ago.

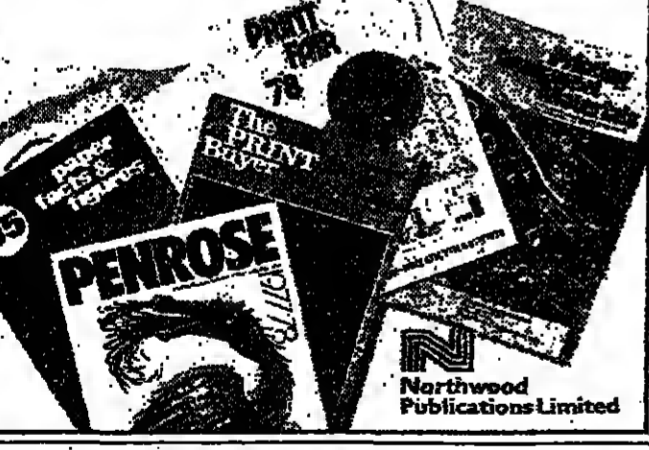
The computer-controlled inking works by scanning the negative image of the page. From this scan, the computer is able to work out the exact setting of all the ink screws needed to give the desired blackness. The computer also controls the sequence of operations needed to achieve the right mixture of ink and water. These changes among smaller presses coincide with a gradual

Monotype International

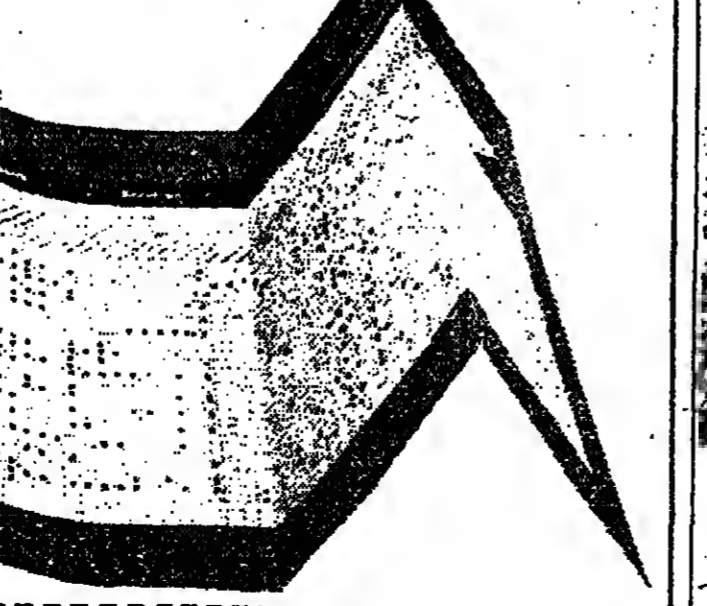
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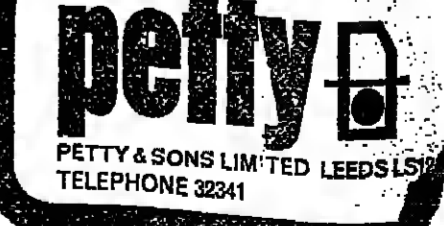
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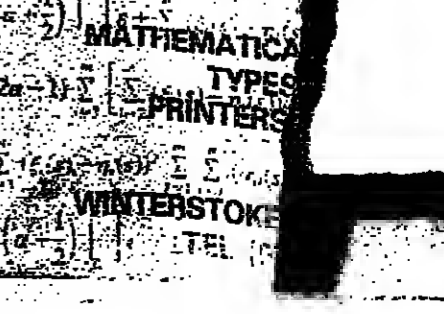
The installation of web offset was a logical expansion of its large sheet fed offset work for Chromo-works Ltd., Nottingham, four years ago, and the company is shortly expecting delivery of a second web offset press. Pictured here is the ATF Titan four-unit heatset press which, with its versatile folding and sheeting equipment, is used for high quality colour work.

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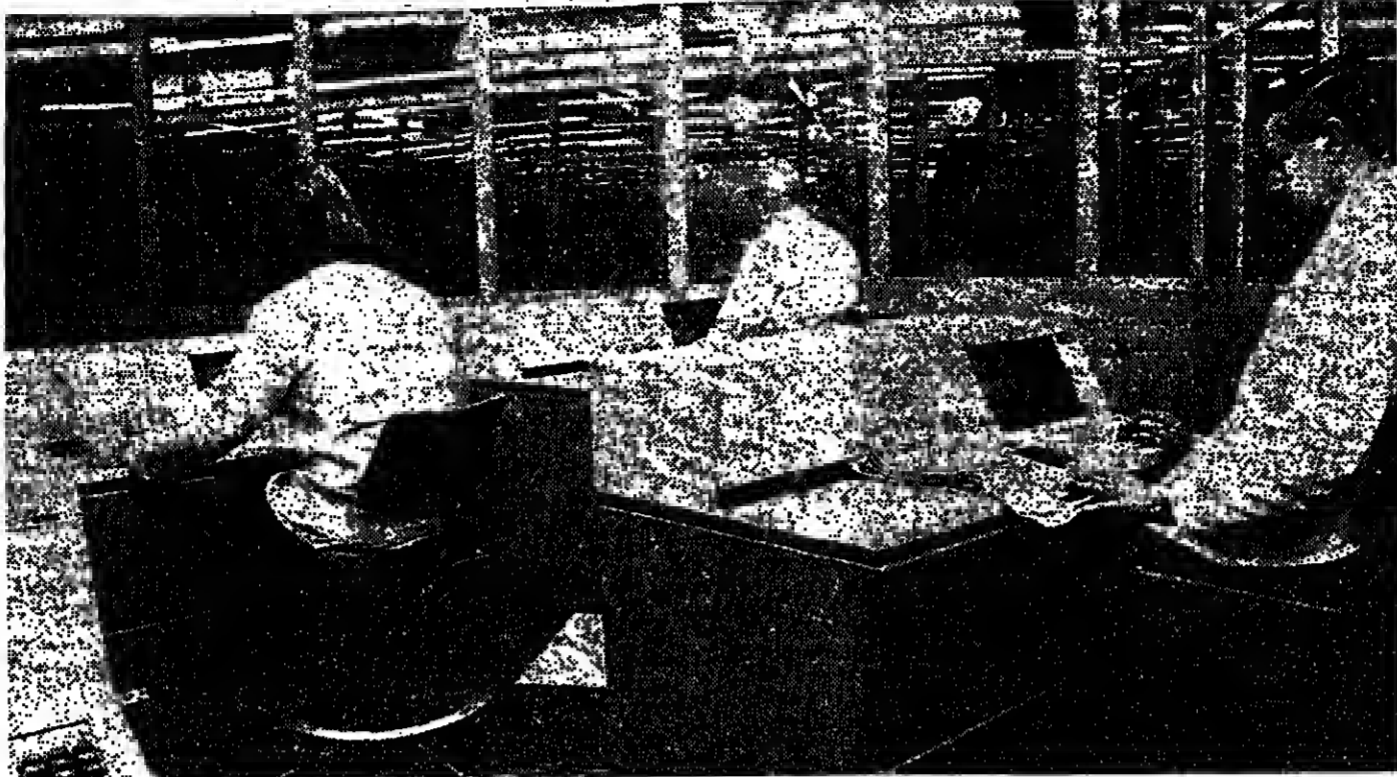
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THE PRINTING INDUSTRY III

Teletext presents the alternative view

IMPRESSIONISTIC judgment is that few printers yet broadcasting authorities, but is, the development of systems other than their own. The generic term "teletext" is used to describe systems of transmitting text (or tabular matter, or a direct TV signal) to a home or office on a TV set. It refers to these days of separate systems—the Ceefax, ITV's Oracle, and the Post Office's Viewdata. One may wonder what effect this will have on demand for the specialist radio/TV guides, which form such a large part of the operations of a printer. But it is with Viewdata that most of the intriguing questions arise. It works by linking the domestic telephone to the domestic TV set (or you can have a special receiver), thus enabling the user to dial in to one or more Post Office computers on which will in future be stored a huge volume of material of different types, far exceeding the Ceefax/Oracle capacity, and with a degree of "interactivity" that is, choice by the user about what he wants to see in what order. The user may also be able to put his own material on to Viewdata.

The critical point is that all the information going on to Ceefax and Oracle are "own



This Linotron system of computer typesetting doubled the typesetting capacity and increased the flexibility of Purnell and Sons Ltd., Paulton. The system is used for magazines, books, encyclopaedias and jobbing work and has almost completely replaced the company's hot metal typesetting equipment.

"information providers," who can be almost anyone who will pay the rental charge on the computer space. Newspaper and news agency companies are heavily involved, sensing the potential competition of Viewdata in, for example, the field of classified advertising or in the provision of financial data.

But of relevance to the general printer is the interest in Viewdata of many publishers of annuals, directories, encyclopaedias, guides, and any other sort of publication which is a listing of some sort that has to be updated and reissued from time to time. The charm of Viewdata is that this updating can be done instantly and continually, instead of lagging perhaps a year behind the events with the issue of new editions or supplements.

Not surprisingly, educational authorities and the Open University are also interested in Viewdata as a medium for

educational material. So is the world of retailing, where Viewdata could be used for anything from local supermarket promotional information ("10p off Brand X" etc.) to shopping by computer, using such things as Access and Barclaycard to order goods via Viewdata. Airline tickets are another obvious candidate for Viewdata sale. Mail order might be another area of impact, and all of these have implications for the use of printed materials.

Maintenance

So does the interest shown in putting service manuals for maintenance engineers onto Viewdata, plus perhaps call diaries for the same people when it comes to consumer durable repairs. DIY manuals are another variant, and so are careers manuals.

In broader terms, Viewdata opens up at least the possibility of what is known as "electronic

mail" displacing, wholly or partially, the traditional letter and envelope. When written messages can be sent via telephone to the Post Office computer, stored, and accessed by the person at the other end at his convenience, the impact on postal services could be profound, especially in the light of deteriorating postal services here and in the U.S. This development depends on a proper alpha-numeric keyboard being attached to the Viewdata terminal, but once that is done, anything from inter-office memos to "get well" messages to Aunt Mabel seem a natural use of the system (one supposes that telegrams, except for overseas, will be finished off by such a development).

Outside the Teletext area, developments in computerised data base usage mean that any bibliographic services and technical indices are now computerised. The distinction

between a librarian and a computer scientist seems to have all but disappeared, and one must wonder quite what the library of the future will look like.

It is fair to say that Viewdata, like Teletext generally, is in its early days. The public market trial of Viewdata begins next year. Sceptics say that it will gain only modest acceptance, partly because people will not want to run up large phone bills (which is in the end what the Post Office wants them to do); partly because the operating software is still rather primitive; and partly because cheaper and cheaper mini and micro computers may possibly outdate the technical structure of the system by incurring computer power at the level of the individual rather than the organisation.

On the other hand, many people, rate, the introduction of Teletext services as an advance of equal importance to the original invention of printing. The question is whether it will complement or compete with traditional printed matter. Post Office spokesmen take the view that it is complementary, since information can be presented in new ways, perhaps more expensive than printed matter, but with the compensating advantage that the user pays only for the item that he specifically wants.

But just as TV was "complementary" to print, yet affected print by siphoning off advertising revenues from publications and revolutionising public taste for colour, so it is hardly conceivable that Teletext will not in due course alter, for better or worse, patterns of consumption of printed matter. An industry still as deeply imbued with its history as printing, where methods of work can in essence date back centuries, can well afford to look ahead a decade or two, and speculate.

Max Wilkinson R.W.

Change CONTINUED FROM PREVIOUS PAGE

move to replace the larger sheet fed offset presses with rotary web offset of the higher quality type. Although sales of machinery have been depressed recently, there have been signs that the printing business is picking up, so that with increased turnover, further capital expenditure seems likely.

Among smaller newspaper printers there has been great interest in the two possibilities of a transitional state from letterpress to web offset. One intermediate system enables lithographic plates to be used on letterpress machines. This is called di-litho. It involves a conversion kit costing around £100,000 for a typical provincial newspaper. It consists of dampeners to introduce and control water in the unit (98.5 per cent water is supplied to the ink train); copper plating to prevent corrosion from the water on the ink drums, new blankets and packings, aluminium saddles to take the thinner plates and new electrical and water supplies.

Conversion

The basic problem with di-litho is that it is converting presses designed for an intrinsically cruder process to one which needs finer adjustment. Some presses have given trouble because they are not capable of delicate enough adjustments. However, considerable success is claimed in some installations. The first to be installed in the U.K. was at the Cambridge Evening News which started printing earlier this year. The East Anglian Daily Times, Ipswich, and Sefton Newspapers, Southport, are also converting to the system.

The alternative way of matching modern photo composition to older letterpress machines is to use photopolymer plates. These are plastic plates similar to the lead stereo plates but they can be produced from the photographic image.

One of the basic considerations which governs any change-over is the cost of plates. This will vary according to circumstances. A stereo plate can be between 25p to 15p for a mass circulation daily paper, whereas an offset plate costs about 60p. A polymer plate can cost 53p if the material is not reusable or about £1.10 in a more expensive process where the material can be used again.

An estimation of the import-

ance of plate costs can be made from the fact that the Financial Times, with a comparatively small print run, requires about 250 plates during an average night's production. The mass circulation papers need very many more.

One of the most intriguing possibilities in platemaking is the use of the laser beam to etch plates. The present system uses a small computer to scan the paste-up. From the information received, the computer controls the laser to cut the plate directly without the need for traditional etching.

This process reduces the time needed for the production of plates, a limitation of web offset presses for many years.

The next step, however, will be to do away with the paste-up of the final page altogether. Rockwell is working on a system which will allow full page make-up on a television screen to be plugged straight into the laser plate-making machine. The computer will then use the electronic image from the screen to guide the laser.

When this system comes on the market, in the 1980s, it will theoretically be possible to produce a plate entirely automatically from the direct input of journalists into the computer.

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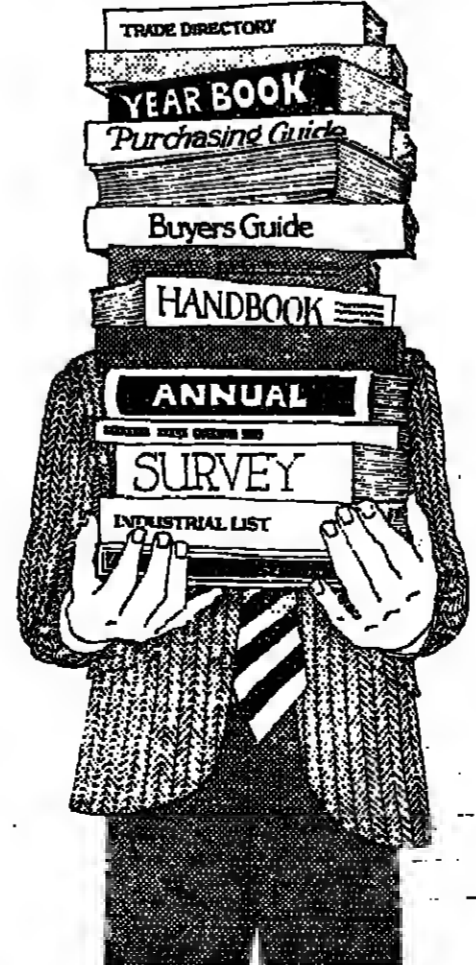
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THE PRINTING INDUSTRY IV

Increasing availability of colour processes

IF THE old cry of "penny print groups could raise the aided by cunning hands and plaid, tuppence coloured" is still remembered, it is a reminder that colour in print has long been considered as worth twice as much as black and white. Whether printers have ever got much of the 100 per cent. levy for colour is doubtful, but to-day, in many large categories of print, the glamour of colour is no longer a luxury, but a necessity, and the printing industry has been equipped to meet the demand. The situation would be comfortable for printers were other factors not present which make colour printing more arduous and risky for those who do it than, perhaps, it need be.

The rapid rise of offset lithography to become the dominant commercial printing process certainly hastened, and cheapened for the buyer, the availability of colour. Being basically a photo-mechanical printing process, offset lithography has challenged and, in many print categories, defeated the older processes, such as letterpress and gravure, particularly for long-run colour work such as mail order catalogues and magazines. The impetus of the market has encouraged ink-makers, papermakers and equipment manufacturers to improve the offset litho process to a point where it can now offer both the quality and the variety which the market calls for.

What has upset this equitable state for litho printers is that, in addition to the considerable investment in presses, a commensurately large amount of money has had to be spent on the advanced pre-press and finishing equipment without which the full advantages of offset litho cannot be realised. An obvious example is typesetting, and high-speed phototypesetting has come of age primarily due to offset lithography's ability to use film and paper origination in place of those "28 soldiers of lead" which have done such stalwart service for nearly 500 years.

Precise

In addition, more precise, measurable and productive equipment has had to be developed to convert colour originals into colour reproductions, and electronic scanning for the making of colour separations, on-press controls for the maintenance of colour consistency over the run and more elaborate proofing systems have all played heavy investment burdens on printers wishing to remain competitive in a situation where buyers want all the advantages of colour printing, but frequently fail to calculate the cost elements which arise before or beyond the press which makes the impression.

Such technical changes might have been less painful had they not coincided with a steep rise in labour and materials costs, in particular paper prices. Paper has always been a large part of the total cost of printing, and the efforts of print buyers to control prices by specifying ever lighter weights and lower grades of paper has done little to make the printer's job easier. He has, for example, to sacrifice the higher speeds of which his presses are capable, and to take more risks with quality than are desirable, to print on light weights and lower grade stock; if things go wrong he knows, too, who will be blamed.

At one time only the large

capital and find sufficient work to use the more advanced equipment which was becoming available for colour printing. Now the manufacturers have set their sights on the smaller printer who, in any case, was having a difficult time competing with the speed and technical efficiency of the big plants, and the equipment, much of it computer-based, has been cealed down in price and performance to match the more modest requirements of the small-to-medium office.

It must, however, be remembered that, though rules of thumb can be replaced by rows of buttons and switches, the fundamental principles of colour printing have not changed. There have been various, and vague, promises of a future in which the printer will be able to produce a full-colour reproduction in a single pass through a press unit, perhaps by an electrostatic system using powdered "inks" attracted to selectively charged areas of the paper surface, or perhaps by some adaptation of ink-jet printing which allows inks to be squirted through grids under electronically and computer-controlled conditions to create images in a programmed pattern of shapes and colours.

There is little point in going into such possibilities in any technical detail since, apart from the fact that the printing industry has had about as much new technology as it can digest, or afford, in the past couple of decades, it is unrealistic to suppose that to-day's efficient and automated systems designed for what is basically a conventional method of printing colour by separator and overprinting, will be abandoned after reaching their present stage of quality, speed and, above all, versatility. Some specialised applications, such as cartography, are already actively concerned with new methods of colour printing, but the mainstream of commercial work is content with what it has.

More important, for the future of colour printing, than any technical change, is the need for a balance to be struck between buyer and printer, with the former acquiring a more precise knowledge of what he is paying for, and the latter optimising the use of equipment which will make him a profit. In spite of the fast and impressive development of offset lithography the other major commercial printing processes—letterpress, gravure and, increasingly, screen printing (often mistakenly called "silk screen" printing)—have their places, and have shared, in various ways, in the improved technology of print.

Of the major processes gravure was the slowest to take advantage of more efficient, less craft-based and more highly automated methods, such as electronic cylinder engraving. Once the king of colour printing processes, it paid a heavy penalty for the high costs of origination of copper cylinders when web offset took off as a high quality colour printing process. Printing methods other than lithography will find their places—useful ones—only when buyers of print gain a better insight and more skill in evaluating the newer systems than is usually the case to-day. Just as metal type is, slowly but surely, disappearing from composing rooms, so the alchemy of colour reproduction

is being replaced, in process departments, by electronic scanners and other equipment designed to drive the "art and mystery" out of print and replace it with more productive and technologically-rooted production methods.

Due to such improvements, the large capacity available for colour printing in most categories now available from the U.K. and its European competitors (to say nothing of those further afield, such as Japan and America) has made the industry highly cost-sensitive; so much so that printers might well be advised to rest on their laurels, technologically, and look harder at the business side. It is, for example, pertinent to ask whether expensive plant should be used, as it often is, on a "swings and roundabouts" principle, with the profitable jobs holstering ones which are "marginally costed" (the polite term in print, for price cutting) just to keep the plant turning.

Regular

While some of the larger plants can rely on regular "plum" jobs, such as mail order catalogues or magazines, to enable them to give ridiculously low quotes for the occasional "one off" run which comes their way, this policy does little good either to printers or customers in the longer run. It puts pressures on the smaller shop using sheet-fed presses, allows buyers to bully printers on price and, ultimately, could reduce the variety and versatility now available by forcing the smaller printer out of business. It has happened, and is happening now, and it may be too late, soon, for the positive technical advances not to be wasted in cut-throat competition, leaving only the big groups with their packaged deals to survive in a weakened industry.

This is not necessarily an argument for higher print prices: it is a warning against the Bip assumption that every step forward in printing technology is necessarily taken in the direction of price stabilisation.

If any major change can be discerned in the immediate future for colour printing, apart from the increasing assimilation by the industry of up-to-date production methods, it is that

The book revolution

ASK THE average member of the book-buying public to identify what he reckons to be the main factor behind the inflation in the cover price of books, journals and magazines over the past few years and the odds are that he is likely to say it has something to do with unfairly inflated costs of manufacture: that the production and printing costs—superimposed upon price rises in the pulp and paper markets—have been among the main driving forces at work.

Of course, it would be an uninformed suspicion. In reality, book cover prices have lagged behind the general rate of inflation, and the current lack of buoyancy in the book market can hardly be attributed to steep retail price increases.

What the book-buying public could not be expected to grasp is the speed of technological upheaval in the book printing industry, nor the sense in which print costs, as a proportion of cover price, have been chiselled at and battered down.

There is a lot going on. So much so that according to one U.K. sales manager: "The printing industry is caught in the middle of a technological revolution that will eventually have as far-reaching effects as the changes brought about by the Industrial Revolution."

In book publishing the labour force is already beginning to shrink, so that on the print side the shrinkage is probably approaching 12 per cent, and could progress towards 20 per cent, because of technological improvements and the apparently lower demand for printed products.

According to David Reason, U.K. sales manager of Holland Printing Partners: "The print industry has responded to the demand from publishers of books and general print users to keep down costs. This has resulted in even earlier acceptance of new methods and of equipment that cuts out one or more of the economies of scale sought by paperback producers."



Rockwell's Goss Metro machine.

yet more specialisations will develop; making it even more important for buyers to look carefully, and in the right places, for what they want. Fewer printers will be able—or, indeed, wish to—offer complete services "all under one roof," and will confine themselves to making the required number of impressions with their presses, which is, after all, where their profits lie. Specialised trade services for typesetting, colour scanning and other pre-press and finishing work will do the rest on many jobs, making it possible to take advantage of the best and most appropriate equipment as and when it is needed, and without expecting the printer to bear the high capital cost of installing such equipment in his own plant.

The much vaunted "technological revolution" is at last taking place in printing but, like most revolutions, there are casualties, and it is up to the industry and its customers to ensure that technological strengths are not bought at the expense of economic weaknesses and the industry weakened by its own efforts to give the customer what he wants.

Roy Brewer

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CONTINUED ON NEXT PAGE

Handwritten signature: J. J. Williams

THE PRINTING INDUSTRY V

Britain's lead in the banknote business

CHEQUES, cards, tickets (especially airline tickets), vouchers, bonds and share certificates. It is also successful in what has become known as "money systems": cheques, credit cards, Giro documents and direct debit slips.

De La Rue, white dominant in the money-making market, has one competitor in the U.K.—indeed, in the world—Bradbury Wilkinson, which has a plant at New Malden, Bradbury is competitive across the whole range of money and cheque printing with De La Rue, and also prints for a number of countries which lack their own presses for printing money.

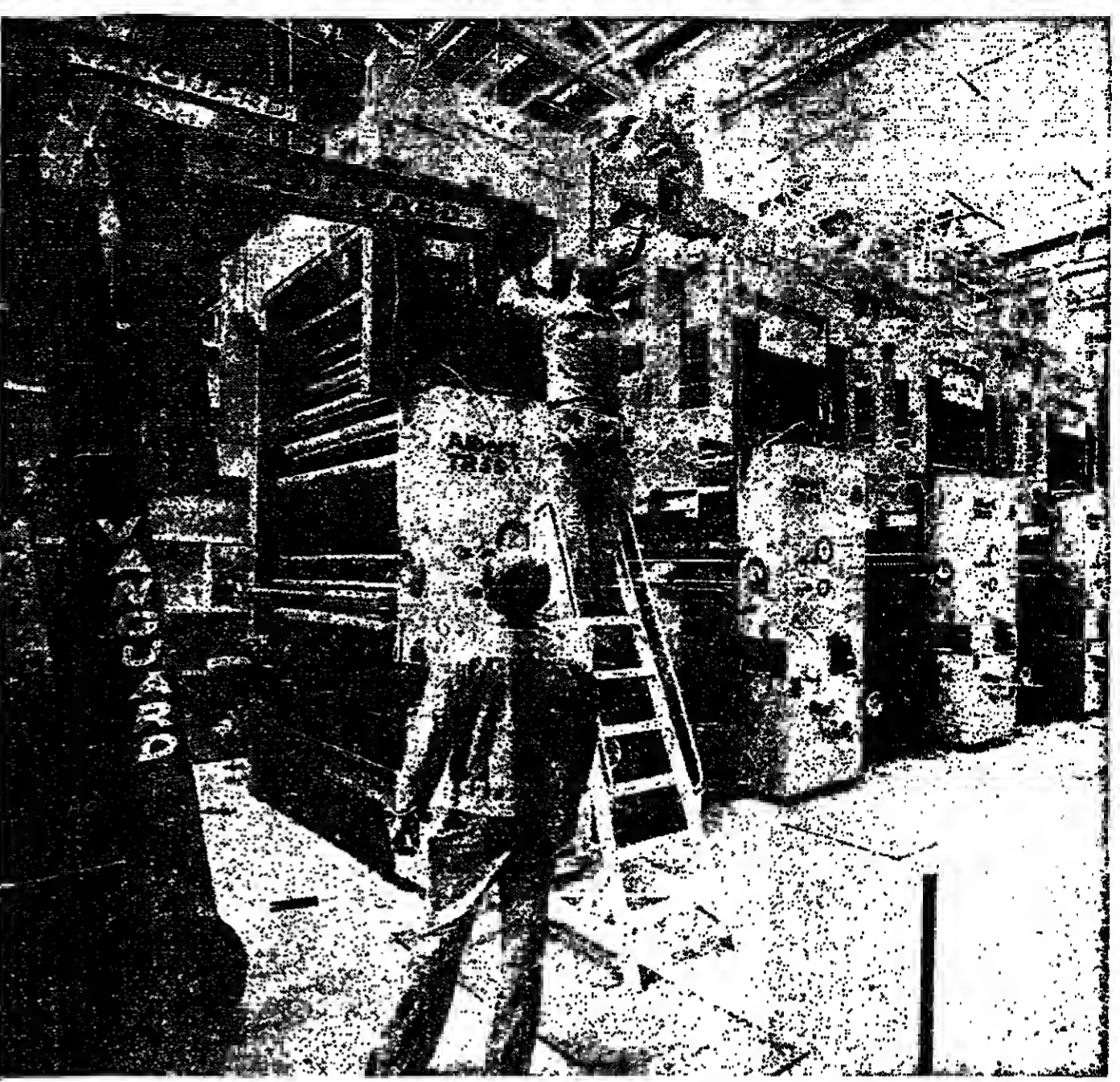
Documents

There is another type of security printing: not of money itself, but of documents about money. The security side of this work is not aimed at deterring the forger so much as the commercial spy. The companies in this area of work—collectively and reasonably accurately known as the city printers—must not only guarantee an acceptable level of security, more importantly, they must work at speed, and with complete accuracy.

The best known names in the market are Burrin Mathieson; Greenways; Williams Lea; Weterlows; Metcalfe, Cooper; Oyez and Harrison. No one company completely dominates, and the competition for contracts is fierce.

A typical example of a city printer's work might be: a call from a merchant bank late in the day—a 24-page document must be printed by the next morning at 7.00, so that one of the bank's directors can take copies with him to a business meeting in Brussels. At the same time, copies must be delivered to a number of points throughout Europe. The copy for the document will not be available until 10.30 that evening, to be collected from the director's flat. The order is accepted. "The demands made on us are absolutely staggering to any normal company, or even any normal printers," said a city printer.

Being able to cope with work like this means a number of things for an organisation. First, there must be 24-hour working. Second, the typesetting facility must be unusually large. Third, the company must either carry its own courier service, or have instant access to one which can cope with international work.



Installing a Gravure Press at Sun Printers in Watford.

Books

CONTINUED FROM PREVIOUS PAGE

Traditionally, hardback publishers have lived in a dream world, imagining that 20 to 30 titles in just five days of an eighth of an inch in their page size, as little as 500 copies are economical compared with the average contemporary hardback print run of around 3,000.

Attractive

This sort of system can shave 20 per cent off total printing, paper and binding costs. As for typesetting, the employment of bought-in computer time, says Mr. Hale, can prove highly attractive in cost-effective terms. Access to a truly sophisticated outside computer means that a vast range of work can be handled comparatively cheaply.

He persuaded Blackwell's that for instance, his firm has just printed "Fort Grunwick," written on only two quillies of ten by Grunwick's owner, George Ward, which is to be published web-offset could produce great savings in cost and time; indeed, the new system can render from 20 to 30 titles in just five days.

computer work was done in 12 minutes—the book runs to about 45,000 words—and the film setting was accomplished inside 30 minutes. The total printing and binding process took up no more than three days, whereas in the era of hot metal, before the advent of film setting and typesetting, the process took up to a month and the total cost of the book was 48 per cent of adults.

In the meantime, and more importantly, the print revolution moves on, and continues to ensure that the total manufacture and production costs of a book seldom represent much more than 20 per cent of its retail price. It is comforting to think that the consumer at least has that to cheer about.

Michael Thompson-Noel

WE'D BE THE FIRST TO AGREE THAT CARBON HAS LEFT ITS MARK ON BUSINESS EFFICIENCY

Carbon was introduced over a century ago, to provide a quicker method of making copies. So, to be fair, it merits a Long Service Award. But in today's office environment, it is frankly out of date.

In the name of progress, it's worth looking at some of the comparative advantages of Idem carbonless copying paper.

Each sheet of Idem carbonless looks and feels like any ordinary office paper—but when it comes to making copies with Idem, there's no separate sheet of carbon to interleave, line up and separate afterwards.

With Idem carbonless copies, all that's required is to write, type or print on the top sheet in the normal way.

And because each sheet of Idem has been specially processed, whatever is written, typed or printed is automatically transferred immediately into the sheets beneath.

The resulting copies—for sales, invoicing, accounting, delivery, stock control, correspondence—are clean, clear and reliable.

At the same time, the production of those copies is quicker, easier and more convenient.

And therefore more cost efficient.

But there's more to Idem carbonless than is evident from the telling in brief.

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10/15	Am. Int'l. Corp.	10.00	9.50	10.50	10.00	10/15	Am. Int'l. Corp.	10.00	9.50	10.50	10.00	10/15	Am. Int'l. Corp.	10.00	9.50	10.50	10.00	10/15	Am. Int'l. Corp.	10.00	9.50	10.50	10.00																
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Hitachi attacks British critics

By John Lloyd, Industrial Staff

HITACHI, the Japanese electronics group which is planning to open a colour television factory in Washington...

Stated target

"This is what we have said in the British Government, which has invited us here. The Government will monitor our performance and output. We cannot back down from our stated target while retaining our reputation..."

Continued from Page 1

Ford men settle

This deal was worked out between unions and management late last week and the unions will recommend that workers accept the offer.

Australians expect December election

BY KENNETH RANDALL

A DECEMBER General Election is expected to be announced this week by Mr. Malcolm Fraser, the Australian Prime Minister.

most widely accepted measure of inflation—had now removed most of its worries on this score. A similar stroke of lucky timing was largely responsible for securing the Whitlam-Labor Government when it was forced to a premature election in 1974.

Atmosphere On Friday Mr. Fraser and Mr. Phillip Lynch, his Treasurer, held a conference with the State Premiers and agreed to measures to reduce the impact of unemployment on young people leaving schools and universities.

Concorde wins breakthrough in Singapore

SINGAPORE, Oct. 23.

SINGAPORE AIRLINES (SIA) is to operate the Anglo-French supersonic Concorde airliner on the Singapore-London route in what amounts to a breakthrough for the aircraft in the Far East.

Continued from Page 1

Tax cuts decision

to aid the construction industry and a Christmas bonus for pensioners.

Weather

U.K. TO-DAY CLOUDY with outbreaks of rain and some sunny periods.

Table with columns for location, weather, and temperature. Includes entries for U.K., Channel Islands, and various European cities.

Richard Evans writes: Mr. James Callaghan, the Prime Minister, told the Board of Deputies of British Jews in London yesterday that the country's financial circumstances had improved, but its economic and industrial circumstances had still to get better.

Future "I am afraid, however, that I cannot promise any immediate improvements for them. We must achieve major changes and something though it may be, we will not settle for any minor improvements for the sake of quick agreement."

HOLIDAY RESORTS Table listing various holiday destinations and their weather conditions.

CANBERRA, Oct. 23.

The Federal Government, and their resolution will add to the favourable atmosphere for a Federal election.

EEC faces fisheries battle with Silkin

By Christopher Parkes

EEC AGRICULTURE Ministers face a stormy session over fishing policy with Mr. John Silkin, Britain's Minister, when they open two days of talks in Luxembourg today.

Mr. Silkin told members of the Maudslowe Labour Party: "As it stands the Common Fisheries Policy does not meet the legitimate needs of the British fishing industry or of the people who work in it."

Close watch

But while other Ministers wanted changes, their demands were not always compatible with his. For example, there were those who wanted to take advantage of the impending enlargement of the Community to increase the price of fruit and vegetables from the South of France.

Commenting on his efforts to clamp down on agricultural prices, the Minister said that during his visits to other EEC capitals he had found a great deal of dissatisfaction with the farm policy.

Mr. Silkin has been one of the leading opponents of all Community efforts to work out a new fish policy over the past year. He has seen the British fleet driven out of its Icelandic fisheries and failed to win their re-admission.

"We will have to keep a very close watch on this since it could be very expensive. We are no in the run-up to the 1978 price fixing. Early this year I took a stand to ensure that price increases were kept to the very minimum and we achieved the lowest price increases since we joined the Community."

Germans to check security at Palma airport

BY ADRIAN DICKS

THE SPANISH Government, faced with a West German threat to ban all flights originating at Majorca from landing in West Germany, was reported to have agreed today to the stationing of unarmed German security men at Majorca's Palma Airport.

Palma was among 13 airports named by Bonn's Ministry of Transport as having inadequate security precautions.

Shortly after last week's rescue of the 86 hostages from a hijacked Lufthansa airliner at Mogadishu, the German airline's management disclosed that it had several times asked the West German authorities for more stringent security precautions at Palma.

Mr. Silkin told members of the Maudslowe Labour Party: "As it stands the Common Fisheries Policy does not meet the legitimate needs of the British fishing industry or of the people who work in it."

Sale of Aintree 'will not affect National'

BY MICHAEL THOMPSON-NOEL

IN SPITE of the reported sale of Liverpool's Aintree racecourse to the Grand National Group, Ladbrokes, the betting and leisure combine, was adamant last night that it would run the next Grand National in line with its agreement with Walton.

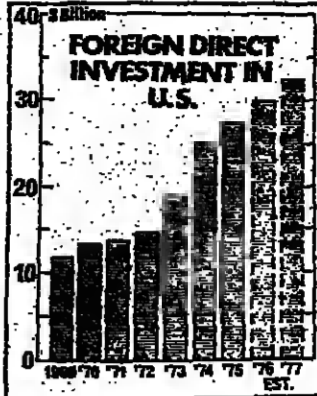
Mr. Ronald Linstead, a Maudslowe senior metal dealer, said at the weekend that he headed a three-man consortium that had bought Aintree for between £2.5m and £3m.

Mr. Linstead said last night: "We are paying less for it than Walton did three years ago. We think we have a pretty good deal."

Unravelling the Rank riddle

THE LEX COLUMN

The first point to make about the new trading arrangements between the Rank Organisation and Xerox—announced in New York late on Friday night—is that the net income of both companies will not be affected by the change.



The explanation is that the Rank Organisation's slice of the cake will be calculated, as though this charge did not exist as an operating expense.

Rank's share will still be calculated on this basis. The change is that r and d charge will come out of the profits attributable to Xerox.

Then why the change? The most obvious explanation is that in an increasingly price-sensitive environment, Rank Xerox's artificially high profit margins attract attention.

the truth of the matter, it seems that the relevant tax authorities have approved the deal.

Buying American

Sandoz, Beecham, Racal, Turner and Newall, Bayer, Siemens, Nestlé — the list of European companies buying into the U.S. lengthens almost weekly.

Indeed one of the main reasons about investing in the U.S. is the existence of the private placement market, where fixed rate money terms of up to 25 years are no special difficulties.

the most recent example, Turner and Newall's for 82 per cent of the share of the acquisition of Hunt Chemical Co.

Consequently, a foreign company traditionally has to be in a handsome position to agree control. Bayer is \$47 per share for Miles.

Financing a U.S. acquisition is relatively simple. German Swiss companies tend to p acquisitions out of their resources.

Disclosure

Apartment from this same finance some companies, as Beecham, have funded acquisitions with Euro issues and Consolidated Fields financed its recent takeover via a currency swap.

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Advertisement for Bell's Scotch Whisky featuring images of bottles and text: 'now taste it on its own', 'from the House of BELL'S SCOTCH WHISKY'.

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